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City & County of San Francisco | **CAPITAL PLAN** FY 2009–2018

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City and County of San Francisco

Capital Plan
Fiscal Year 2009-2018

Approved by

Mayor Gavin Newsom

&

The Board of Supervisors

April 15, 2008

Copies of this document can be found at www.sfgov.org/cpp or through
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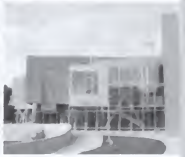


Section 1 | Executive Summary / Plan Overview

Executive Summary

A. Introduction

The City and County of San Francisco Proposed Capital Plan FY 2009-2018 continues the City's commitment to improving its facilities and infrastructure by recommending $19.8 billion in investments over the next ten years. One quarter of this amount, or $4.8 billion, will address critical General Fund department capital needs with respect to accessibility, street repaving, bridges, stairways and street trees, and repairs and upgrades to parks, branch libraries, and public health facilities. The remaining $15 billion is recommended for major capital projects at the City's Airport, Port, Municipal Transportation Agency, and Public Utilities Commission.

These investments preserve and in some cases modernize the facilities citizens rely upon for critical public health, public protection, and other basic services. Funding levels for these services are summarized in the following chart and described in more detail in Sections B and C below.

Capital Plan Summary
(Dollars in Millions)

	FY 2009 - FY 2013	*FY 2014 - FY 2018*	*Total*
General Fund Departments			
Criminal Justice	1,047	181	1,228
Fire Protection and Emergency Response	129	17	145
Public Health and Human Services	999	184	1,183
Recreation and Parks	202	266	467
Streets and Rights-of-Way	1,017	358	1,376
Arts and Convention	131	56	186
Office and Support	50	150	200
Library System	51	6	56
	$3,625	**$1,217**	**$4,843**
Enterprise Departments			
Airport	970	606	1,576
Port	641	163	804
Public Transportation - MTA Only	2,443	2,854	5,297
Public Utilities	4,839	2,434	7,273
	$8,893	**$6,057**	**$14,950**
Citywide Totals	**$12,518**	**$7,274**	**$19,793**

Similar to last year's capital plan, the majority of these investments ($12.5 billion or 63% of the total) are recommended in the first five years, including $1.1 billion for General Fund departments and $1.2 billion for Enterprise departments in the first year, fiscal year 2008-2009.

San Francisco's Ten-Year Capital Plan Governance Structure
In August 2005, concerns from city leaders, citizens, Mayor Newsom and the Board of Supervisors culminated in Administrative Code Sections 3.20 and 3.21 requiring the City to annually develop and adopt a ten-year constrained capital expenditure plan for city-owned facilities and infrastructure. The code ensures the Plan's relevance by requiring that all capital expenditures be reviewed in light of the adopted capital expenditure plan.

The Capital Planning Committee (CPC) approves the Capital Plan and makes recommendations to the Board of Supervisors on all of the City's capital expenditures. It consists of the City Administrator as chair, the President of the Board of Supervisors, the Mayor's Finance Director, the Controller, the City Planning Director, the Director of Public Works, the Airport Director, the Executive Director of the Municipal Transportation Agency, the General Manager of the Public Utilities System, the General Manager of the Recreation and Parks Department, and the Executive Director of the Port of San Francisco. The mission of the Capital Planning Committee is to review the proposed capital expenditure plan and to monitor the City's ongoing compliance with the final adopted capital plan.

A copy of Administrative Code Section 3.20 and 3.21 is in the appendix of this report. It can also be found along with additional information on the Capital Planning Committee and program at www.sfgov.org/cpp.

This year's $19.8 billion capital plan recommendation is 14 percent more than the $17.4 billion recommended in last year's plan, though much of the increase is due to inflation and the following, many of which are new to the plan:

- More accurate cost estimate for the proposed San Francisco General Hospital Rebuild bond program due to pre-ballot capital planning investments, including completion of environmental reports, geotechnical analyses, and schematic designs;
- $766 million Doyle Drive replacement project in the Streets and Rights-of-Way chapter;
- Better cost estimates associated with development of the PUC's Wastewater Master Plan;
- Relocation of the Medical Examiner and Crime Lab into a leased facility;
- $383 million revenue bond to complete Terminal 2 Boarding Area D at the Airport; and
- $418 million in future pier substructure repair and replacement needs at the Port.

Accomplishments in FY 2007-2008

In addition to approving a record level of capital investments for General Fund departments in the FY 2007-2008 budget, voters passed two important ballot measures by wide margins. The first of these was Proposition D passed by 74 percent of the voters in November 2007 to reauthorize the Library Preservation Fund and enable the Library to issues revenue bonds. The ballot measure was recommended by the FY 2008-2017 Capital Plan to provide funds to complete the Branch Library Improvement Program. The second measure was the passage of Proposition A by 71 percent of the voters in February 2008 for the issuance of $185 million in General Obligation (G.O.) bonds for

park and open space improvements. Referred to as the Clean and Safe Neighborhood Parks Bond, this G.O. bond was recommended by the previous two 10-year capital plans and is the first City and County of San Francisco G.O. Bond to pass in seven years. Other accomplishments over the previous year include the near completion of the bond ordinance and pre-ballot planning for the San Francisco General Hospital Rebuild; significant work on a critical study of the Auxiliary Water Supply System (AWSS) scheduled to be issued in April 2008; detailed studies of replacement options for the Hall of Justice; and the completion of construction for the new $488 million new California Academy of Sciences – one of the greenest buildings in the world – that will open to the public next fall.

Changes in the FY 2009-2018 Capital Plan

An advantage to annual updates of the 10-year Capital Plan is that it provides the opportunity for refinements based on changing conditions and better information. Significant changes to this year's Capital Plan include:

- Refinement of the San Francisco General Hospital Rebuild bond program;
- Restructuring of the Crime Lab Relocation Project to include the Medical Examiner and co-locating these two laboratories into a single leased facility;
- Deferral of the new Mission Bay Police and Fire stations from FY 2009 to FY 2010 due to fund availability and investigations into using this land for additional city services;
- Improvements to cost projections for street structures, ADA improvements, piers and other facilities;
- A new section on interagency transportation planning initiatives, including the Transbay Terminal, Bus Rapid Transit, and Caltrain, and inclusion of the Doyle Drive Replacement Project in the Streets and Rights-of-Way section;
- Refinements to the cost estimates for treatment facilities and sewer collection systems as a result of the Wastewater Master Plan; and
- New revenue bonds to convert the Airport's Terminal 2 Boarding Area D from a 10-gate international terminal to a 14-gate domestic terminal;

Challenges Facing the City's Capital Program

In addition to the accomplishments and changes listed above, a number of challenges face the City's ability to improve its physical assets going forward. These include:

(1) Voter approval of the remaining G.O. bonds proposed by this plan;

(2) Accurate estimation of major project costs given funding uncertainty, program adjustments, site acquisition costs, alternate delivery methods, and changing cost escalation rates; and

(3) Continued commitments to investing in capital infrastructure despite looming state and local budget deficits.

To address voter support for G.O. bonds, efforts are being implemented to increase public confidence. The most important of these are the continuation of pre-ballot planning investments in major capital projects financed with G.O. bonds. These investments made prior to a bond measure's placement on the ballot increase the accuracy of cost projections; reduce delays associated with conceptual design, permit approvals, and environmental clearances; and increase the City's ability to deliver the project on time and on budget.

The City is also taking steps to better understand public priorities and improve accountability in the capital program. Public opinion research was recently conducted to test assumptions in the capital plan, gauge support for various bond measures, and identify citywide priorities. This research provides valuable information on how the City should proceed prior to making large investments. Other accountability measures include project reporting and management tools for all General Fund projects and greater accountability in the recently approved Clean and Safe Neighborhood Parks bond. The first to include funding for citizen oversight, the bond was developed in conjunction with community groups and stakeholders and greatly improves transparency around project selection and expenditures.

Finally, long-term capital planning efforts and funding levels over the previous two years will enable the City to be better prepared for projected budget shortfalls from the City's General Fund and the State of California. Unlike years in which no long-term capital planning process existed, policymakers will have much more information regarding the impact of potential cuts to investments in city facilities and infrastructure.

The remainder of the Executive Summary is split into the following sections:

- Overview of General Fund and Enterprise department capital investments (Sections B and C, respectively); and
- What to expect in the FY 2010-2019 Capital Plan that will be presented next year (section D).

B. General Fund Department Program Summary

Since 1986, San Francisco has issued more than $2 billion in G.O. Bonds to complete seismic upgrades, major renovations, and construction of new facilities throughout the City. Many of these improvements are easily recognizable, including the seismic upgrade and modernization of Police and Fire facilities, City Hall, Recreation and Park facilities, Main and Branch Libraries, Laguna Honda Hospital, 911 Emergency Operations Center, and Justice facilities. In addition, the City has formed partnerships with philanthropic partners to improve many of the major cultural institutions such as the Opera House, Academy of Sciences, Asian Art Museum, and Conservatory of Flowers.

While San Francisco has completed important improvements to targeted facilities and infrastructure during the past two decades, significant capital needs remain. The plan for General Fund facilities and infrastructure, discussed in detail in Section 2, proposes investments of nearly $4.8 billion to meet critical renewal and enhancement needs during the coming ten years. The distribution of these investments along program areas is summarized in the following table.

General Fund Capital Plan Summary
(Dollars in Millions)

	FY 2009 - FY 2013	*FY 2014 - FY 2018*	*Total*	*% of Total*
Criminal Justice	1,047	181	1,228	25%
Fire Protection & Emergency Response	129	17	145	3%
Public Health and Human Services	999	184	1,183	24%
Recreation and Parks	202	266	467	10%
Streets and Right of Ways	1,017	358	1,376	28%
Arts and Convention	131	56	186	4%
Office and Support	50	150	200	4%
Library System	51	6	56	1%
	$3,625	**$1,217**	**$4,843**	

The General Fund Program Summary table on the following page shows the funded and deferred capital needs for General Fund department facilities and infrastructure over the 10-year planning cycle. This list of potential projects, however, is not exhaustive. At the end of most of the departmental sections, areas for additional review or emerging needs are noted. These needs – along with others identified through the planning process – will be addressed in future plans.

General Fund Program Summary
(Dollars in Millions)

STATE-OF-GOOD REPAIR RENEWAL INVESTMENTS		*Funded*	*Deferred/ Emerging*
Today's Backlogs			
Facilities			193
Streets			470
Other right-of-way assets			142
	Subtotal		**806**
Projected for Next Ten Years			
Facilities		461	410
Streets		356	177
Other right-of-way assets		176	96
	Subtotal	**992**	**682**
Subtotal, State of Good Repair Investments		***992***	***1,488***

CAPITAL IMPROVEMENT INVESTMENTS		*Funded*	*Deferred/ Emerging*
Earthquake Safety			
Hall of Justice replacement		800	
San Francisco General Hospital replacement		862	
Fire protection system		80	
Fire Boat Headquarters		11	
Veterans building seismic upgrade		114	
Citywide corporate yard upgrades		87	
DPH administration building seismic bracing		91	
Laguna Honda & SFGH seismic bracing - remaining facilities			414
HSA facilities seismic bracing & renovations			166
Seismic upgrades & renovations of unreinforced masonry buildings			51
Doyle Drive replacement project		766	
	Subtotal	**2,811**	**631**
Disability Access Improvements			
Facilities		18	
Curb Ramps		79	
	Subtotal	**97**	**0**
Parks & Open Space Improvements			
Parks improvements		385	160
Great Streets Program			189
	Subtotal	**385**	**349**
Other Improvements			
Youth Guidance Center facility replacement		154	
Crime Lab and Medical Examiner relocation		167	
Branch Library Improvement Program		46	
Mission Bay Police & Fire stations		32	
County Jail 3 demolition & replacement		8	
Sheriff's Regional Training Facility		40	
911 Center Expansion		12	
Log Cabin & Hidden Valley Ranch renovations			116
Data Center relocation		5	
Other projects		94	915
	Subtotal	**558**	**1,031**
Subtotal, Capital Improvement Investments		***3,850***	***2,011***
PLAN TOTAL		***4,843***	***3,499***

1. General Fund Program Highlights

A copy of the prioritization criteria is in the appendix of this report. This information was shared and discussed in April 2006 by the CPC but never formally approved.

Funded projects on the General Fund Summary table on the previous page are based on available resources and prioritization criteria drafted by staff. The FY 2009-2018 Capital Plan addresses the following infrastructure needs:

- **Investment in state of good repair renewal needs for facilities and streets.** Overall investment levels in the maintenance and renewal of facilities and rights-of-way increase gradually over the life of the 10-year capital plan. Totaling $992 million in both GF and non-GF sources, the proposed renewal investments address 72 percent of the estimated renewal need over the planning period. Annual increases in GF and non-GF sources for renewal costs capture 40 percent of the need in year one and 74 percent in year ten of the plan. While year ten represents a dramatic improvement over year one, approximately $639 million of renewal needs are deferred beyond the life of this plan. Additionally, these investments do not address existing backlogs of deferred maintenance for facilities, streets, and right-of-way assets totaling $806 million.

- **Earthquake Safety Improvements at Critical Facilities.** The plan heavily prioritizes seismic safety projects required to ensure that city facilities are safe and functional in the event of an earthquake, including $2.8 billion in seismic improvements for key facilities and infrastructure. While the two highest identified priorities are the replacement of San Francisco General Hospital and the Hall of Justice, seismic improvements are also recommended for the City's high-pressure hydrant system and Fire Boat Headquarters, two Civic Center facilities, the corporate yards for several departments, and Doyle Drive.

- **Disability Access Improvements.** Accessibility of city facilities for individuals with disabilities is a key priority and need identified in the 10-year capital plan. Investments for the Americans with Disabilities Act (ADA) facility transition plan totaled more than $5 million in the FY 2007-2008 capital budget. The plan funds the remaining amount by recommending an $18 million General Fund investment through 2013. Additionally, the Plan proposes to continue its strong investment in curb ramps with $79 million for these improvements during the next ten years.

- **Parks and Open Space Improvements.** This year's capital plan proposes approximately $385 million in system wide work – funded predominantly with the $185 million Clean & Safe Neighborhood Parks bond and another $150 million G.O. bond in November 2013. Approximately $35 million of the Clean & Safe Neighborhood Parks bond will go to the Port of San Francisco for waterfront parks and open space improvements.

Moscone Clubhouse renovation in progress

- **Other Improvements.** Near-term commitments to construct new police and fire stations in Mission Bay and to relocate the City's Crime Lab and Medical Examiner are funded in the first few years of plan. Additional projects later in the Plan include replacing the Family Court and administrative buildings at the youth guidance facility complex.

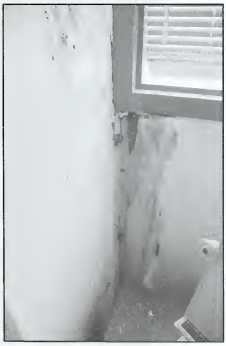
- **Branch Library Improvement Program (BLIP).** Proposition F approved by voters in November 2007 extended the Library Preservation Fund and enabled the Library to issue revenue bonds against this revenue source. A $45 million revenue bond along with some other sources will complete the $188 million Branch Library Improvement Program (BLIP). The BLIP replaces rental facilities and provides structural upgrades, better disability access, program improvements and some deferred maintenance to the City's 24 Branch libraries and the Support Services center.

More information on these and other programs is in Section 2 of the Plan.

Marina Branch Library (David Wakely)

2. Deferred Projects and Emerging Needs

While the recommended General Fund program meets some critical needs over the coming decade, there remains a significant gap between facility and infrastructure needs and the proposed $4.8 billion funding level. Addressing these needs will require difficult choices for policymakers in coming years. These deferred and emerging needs total approximately $3.5 billion.



A result of deferred maintenance, the interior walls at Fire Station 31 are suffering extensive water damage.

Twenty-three percent, or $806 million, of the deferred projects are from underinvestment in the City's facilities and infrastructure during the past several decades. It would be neither practical nor possible for the City to address all of these needs in a single decade, even if funds were available. Too many facilities would be closed simultaneously to allow for adequate service provision; too many streets would be blocked for construction at the same time; and neither the City nor private contractors have the capacity to complete such a large amount of work in that period of time. More reasonable, long-term policy goals for the City would be to (1) reduce the amount of work deferred in future years (a goal that is partially accomplished in this plan) and (2) begin to reduce preexisting backlogs over time.

Highlights of deferred projects and emerging needs in the Plan are discussed below. Additional information on these items can be found in Section 2.

(a) State of good repair renewal needs in facilities ($603 million). Approximately two-thirds of these repairs ($410 million) is the deferral of future work beyond the 10-year planning horizon. The 10 percent increase in facility renewal needs from last year requires the City to defer an increasing percentage

of renewal projects beyond the 10-year plan. While the Plan proposes to reduce the deferral of this work, it does not address existing backlogs of $193 million. Future year plans will determine funding strategies for meeting this need.

(b) Renewal needs for the City's streets and rights-of-way assets ($885 million). The vast majority ($612 million or 69% of the total) of repair needs in this category exist today due to historic underinvestment at all levels of government. While the plan dramatically reduces the deferral of future work, it does not address existing deferred maintenance.

(c) Major improvement projects and emerging capital needs ($2.0 billion). Most of these deferred enhancement projects are for service improvements, greater capacity, or in response to new policy goals. While a few of these projects are seismic upgrades of city facilities, most are emerging needs to be further defined in future plans. See the chapters in Section 2 for more information.

3. General Fund State of Good Repair Renewal Investments – Cash Program

The Plan proposes to fund pay-as-you-go or ongoing, annual investment needs primarily with the General Fund or other cash sources. These are typically smaller investments necessary for maintaining facilities and infrastructure in a state of good repair. Totaling $1.5 billion, the annual investment needs during the coming ten years are summarized in the table below.

Annual Renewal Investment Needs
(Dollars in Millions)

	FY 09-13	FY 14-18	Plan Total
Going Forward Renewal Needs			
Routine Maintenance	74	94	167
ADA Transition Plan	19	0	19
Critical Deferred Maintenance	34	35	69
Curb Ramps	30	38	68
Streets and Rights-of-Way	189	288	477
Facility Renewal*	298	380	678
TOTAL	**643**	**836**	**1,479**

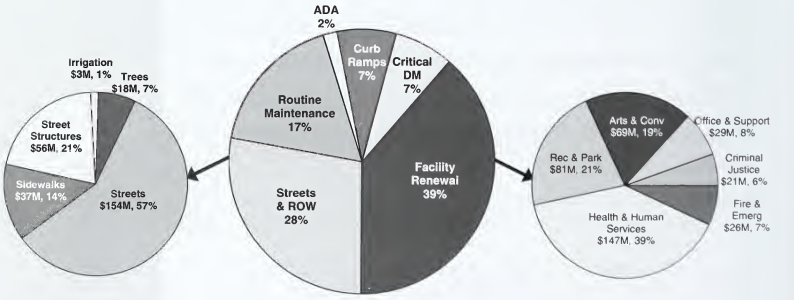
**Facility Renewal total does not include needs for Library and Civic Center Office facilities, which are funded through other sources.*

The table below highlights major changes in the cash program from the previous plan.

FY 2009-2018 Cash Program Need (Dollars in Millions)	
Routine Maintenance increase	35
Facility Renewal: Cost adjustments to model, scheduling of deferred maintenance needs, inclusion of health centers, use of COMET data for RPD facilities	43
Streets & ROW: Sidewalk Repair and Street Structures cost increases; Increase in General Fund need for Street Resurfacing	86
ADA Transition Plan: Projects added to plan and improved cost estimates	3
Other	59
TOTAL INCREASE	**$226**

Funding continues to be allocated proportionate to need, with the exception of the Routine Maintenance, ADA Transition Plan, Critical Deferred Maintenance and Curb Ramps categories, which are fully funded. With a total proposed funding level of $60.5 million in FY 2009, approximately $27 million remains for distribution between Facility Renewal and Streets and Rights-of-Way. This amount is allocated to these two programs based on the percentage of ongoing needs. Within the Facility Renewal category funding is distributed based on overall need including current backlogs. Within the Streets and Rights-of-Way category, the sidewalk inspection and repair program is fully funded all but the first year of the plan with the balance distributed among the remaining categories based solely on ongoing needs.

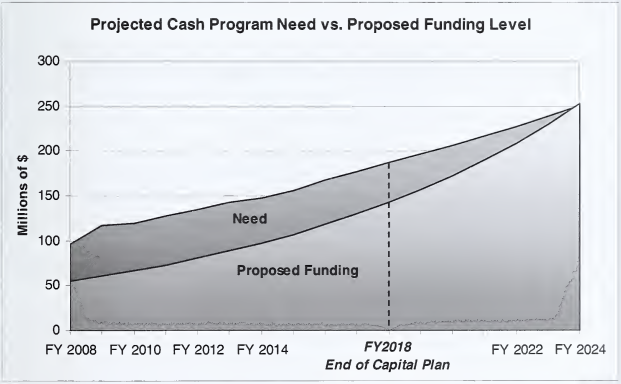
Cash Program Funding Distribution



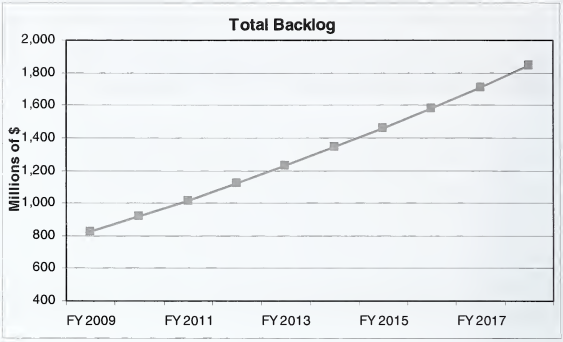
The previous two capital plans and the Proposed FY 2009-2018 Capital Plan follow the policy of continually increasing pay-as-you-go investments every year to better maintain or renew the City's infrastructure. Underinvestment in this area accelerates the aging of city facilities and roads, reduces the ability to provide services, and creates repair or replacement needs that otherwise could be avoided.

The Proposed Plan assumes General Fund pay-as-you-go investments of $60.5 million in FY 2009 growing 10% annually over the next ten years – real growth of 5% and an estimated 5% for construction inflation. Under this scenario, the gap between annual renewal needs and annual funding to meet them will shrink from meeting only 51 percent in year one to 76 percent by the final year. This financial assumption – upon which the General Fund program is based – has been adopted by the Board of Supervisors as part of the previous two capital plans. The figure below illustrates the relationship between annual renewal need and funding: the two lines intersect in FY 2024.

Not funding facility renewal and other needs at the targeted levels makes it increasingly difficult to close the gap between need and available funding.



Despite the fact that these planning targets are some of the highest proposed cash investments in modern City history, they fall short of projected need. Taking into account escalation, the existing backlog and future deferred work grows to more than $1.8 billion, as depicted by the following chart.



4. Debt Financing Program

G.O. bonds require approval from at least 2/3rds of voters at the ballot, lease revenue bonds require only simple majority approval, and C.O.Ps are authorized by resolution of the Board of Supervisors and then validated by the Superior Court. For more information, see the approved Debt Policy at the City's Office of Public Finance.

Most of the capital improvement investments or enhancement projects, outlined in the General Fund Summary Table on page 7 are funded with General Obligation (G.O.) bonds or one of two types of General Fund debt: lease revenue bonds or Certificates of Participation (C.O.P.s). Debt financing is an appropriate means of paying for these improvements given their long useful lives and the fact that their project costs exceed the ability to utilize cash or pay-as-you-go revenue sources. The use of debt also serves to spread out the financial burden of paying for facilities between current and future generations that will both receive its benefits.

In 2008 the Capital Planning Committee (CPC) approved the following financial constraints with respect to the use of debt:

- ***No increase in the property tax rate used to repay issued G.O. bonds resulting from the 10-year plan.*** In other words, new G.O. bonds will only be used as a funding source when existing approved and issued debt is retired and the property tax base grows.

- ***No increase in the percentage of General Fund spent on debt.*** Stated differently, these financing instruments will only be used when existing issues of debt are retired and the City's General Fund grows.

As the City repays bonds that were issued over the last 15 years (*i.e.*, to improve branch libraries, the Academy of Sciences, regional and neighborhood parks, Laguna Honda Hospital, the Zoo, the Moscone West convention center, and the Asian Art Museum) and property values and the General Fund increase, the City can issue

over $2 billion in new debt without violating these two financial constraints. This is shown graphically on pages 16 and 17 below.

Staying within these constraints enables the capital plan to propose $2.5 billion in G.O. and GF Debt over the 10-year plan as shown in the following table. These costs are estimates and may need to be adjusted in future plans to account for program changes, site acquisition, alternate delivery methods, and/or changing rates of construction cost escalation.

Debt Program
(Dollars in Millions)

Month/Year	*Proposed Bond Program*	*Financing*	*Total*
Feb 2008	Clean and Safe Neighborhood Parks Bond	G.O. Bond	$185
Nov 2008	San Francisco General Hospital Earthquake Safety	G.O. Bond	887
Nov 2009	Fire Protection System Earthquake Safety	G.O. Bond	89
Nov 2010	Criminal Justice Facility Earthquake Safety	G.O. Bond	600
Nov 2013	Park System Renovation and Improvement	G.O. Bond	150
Nov 2015	Public Safety Facility Modernization	G.O. Bond	241
G.O. Bond Program Subtotal			**$2,153**
FY 2009	Crime Lab and Medical Examiner Relocation	GF Debt*	167
FY 2010	Mission Bay Police and Fire Station	GF Debt	38
FY 2012	Veterans Building Seismic Improvement	GF Debt	119
FY 2015	Park System Renovation and Improvement	GF Debt	25
GF Debt Program Subtotal			**$349**
Debt Program Total			**$2,502**

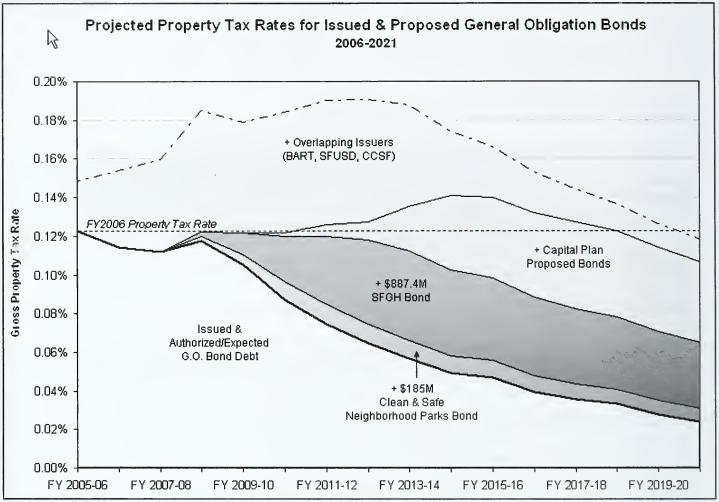
** The current proposal for the Crime Lab calls for a long-term lease obligation including $108m in base rent and $59m in tenant improvements over the 15-year lease.*

General Obligation Bond Debt

The majority of this debt requires voter approval for six G.O. bonds as shown above. Four of the six proposed G.O. bonds address earthquake safety and modernization needs in mission-critical public health, fire protection, and public protection facilities, including the Plan's top two priorities: San Francisco General Hospital and the Hall of Justice. The remaining two will make dozens of specific improvements to neighborhood playgrounds, parks, recreation centers, restrooms, athletic fields, trails, trees, and open space areas along the waterfront.

On February 5, 2008, voters approved the capital plan's first proposed bond, the $185 million Clean and Safe Neighborhood Parks G.O. bond, with 71% of the vote. Originally programmed for $150 million, the bond was increased by $35 million to include a number of open space improvements along the waterfront. These recommended investments are discussed in more detail in the Recreation and Park and Port chapters in Sections 2 and 3 of this plan.

The tax rate impacts of existing and proposed G.O. bond debt are illustrated below.



The FY 2006 Property Tax Rate was approved by the Board of Supervisors as a part of the FY 2007-2016 Capital Plan on June 20, 2006.

The downward sloping black line represents the local property tax rate resulting from the gradual repayment of previously approved bonds such as the Neighborhood Parks, Academy of Sciences, and Branch Library bonds of 2000 and the Clean and Safe Neighborhood Parks bond in 2008. The difference between this black line and the dashed line marked "FY 2006 Property Tax Rate" is equivalent to over $2 billion over the next decade and allows the City to fully fund the six G.O. bonds outlined on the previous page without the average tax rate exceeding FY 2006 levels.

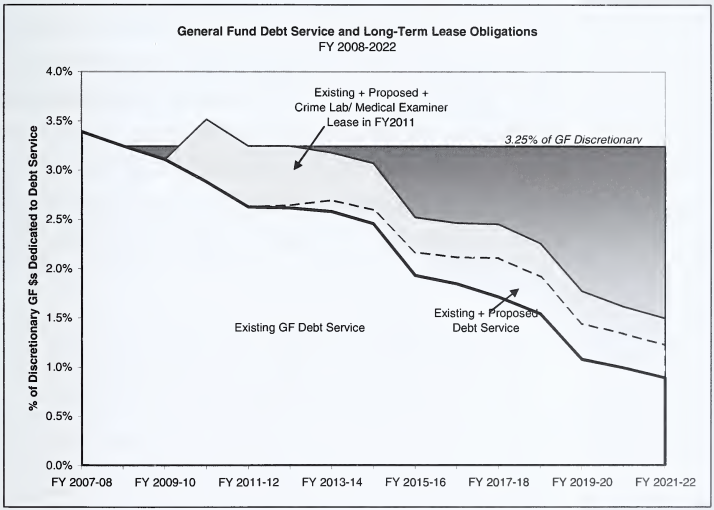
The dashed line above these curves indicates the additional debt proposed by other local issuing entities including the San Francisco Unified School District, the Community College District and BART.

Certificates of Participation & Revenue Bond Financing

Unlike G.O. bonds, lease revenue bonds and C.O.P.s are typically repaid out of the City's General Fund (GF) or revenue that would otherwise flow to the GF. The City utilizes lease revenue bonds and certificates of participation to leverage GF receipts (such as fees and charges) to finance capital projects and acquisitions, many of which provide direct revenue benefit or cost savings.

The debt service costs of existing and proposed C.O.P.s and revenue bonds are illustrated in the following chart. New debt will fund required short-term commitments in Mission Bay and the Hunters Point Shipyard in the first three years of the plan which are followed by the renovation and seismic bracing of the Veterans Building in FY 2011-2012. The Crime Lab and Medical Examiner lease is shown separately in the grey cross-hatched area as a 15-year lease obligation paid for with GF debt. New to this year's Proposed Plan is growing the GF debt capacity by the historic average GF growth rate. This growth rate of 4.5 percent increases the City's C.O.P. and lease revenue bond capacity, covering the $287 million in proposed GF debt as shown by the dashed line.

On November 6, 2007 voters approved Propositions A and D authorizing the MTA and Library to issue revenue bonds against MTA revenues and the Library Preservation Fund, respectively.



C. Enterprise Department Program Summary

Unlike most of the General Fund departments, the Enterprise departments have dedicated systems and staff to develop capital plans. The following programs and estimated costs were compiled by Enterprise department staff with the guidance of their boards and commissions.

Capital investments by Enterprise departments during the planning period are expected to be almost $15 billion. This is up nine percent from last year's $13.7 billion, due primarily to completion of the PUC's Wastewater Master Plan with better cost estimates, a $383 million revenue bond to complete Terminal 2 Boarding Area D at the Airport, and inclusion of $418 million in future pier substructure repair and replacement needs at the Port. A general theme running though each of the enterprise department capital programs is the need to address infrastructure repair and replacement for structures, roads and systems that have been neglected for several years and in some cases

Enterprise Plan Summary
(Dollars in Millions)

	FY 2009 - FY 2013	*FY 2014 - FY 2018*	*Total*
Airport	**970**	**606**	**1,576**
Port	**641**	**163**	**804**
Public Transportation - MTA Only	**2,443**	**2,854**	**5,297**
Public Utilities			
525 Golden Gate & TI/YBI Utilities	232	0	232
WSIP	2,989	286	3,275
Water	218	216	434
Wastewater	886	1,754	2,640
Hetch Hetchy Water and Power	514	178	692
	4,839	**2,434**	**7,273**
Enterprise Totals	**$8,893**	**$6,057**	**$14,950**

several decades.

- **Airport.** The focus of the Airport's $1.7 billion in capital investments is on renewals to its airfield, airport support, groundside, terminal and utility infrastructure during the 10-year planning cycle. Over $1 billion, or 62 percent of the total budget, is for renewals and enhancements during the first five years of the Plan for a wide range of projects, the largest of which is the $383 million renovation of Terminal 2 Boarding Area B to expand domestic gate capacity and keep up with passenger demand. Other projects include improvements to runway 28L – 10R, taxiways and aprons, airfield lighting systems, water systems, an industrial waste treatment plant, upper level viaduct roadway, and other projects.

- **Port.** While all of the 39 piers in use by the Port or its tenants are nearly 100 years old, only nine have been rehabilitated since 1950. As a result, the Port lists over $1.9 billion in needed repairs and improvements to these structures and others over the next 10 years. The Port has identified funding for $804 million, or 42 percent of these needs, from Port tenants, the Port's operating budget, revenue and Infrastructure Financing District bonds, development projects, and, for the first time, General Obligation bonds. $33.5 million of the $185 million Clean and Safe Neighborhood

Parks bond passed by voters in February 2007 for seismic upgrades and open space improvements along the waterfront.

The Port has developed policy options to address the unfunded portion of its plan including the use of additional revenue bonds, grant funds, tax increment financing and public/private partnerships. While the Port expects that private development can finance a large portion of the remaining unfunded need, much of it must be completed with other sources of funding first in order to attract private development interest.

- **Public Transportation – MTA & Interagency Initiatives.** The FY 2009-2018 Capital Plan includes a new chapter on Public Transportation that expands last year's discussion of the Municipal Transportation Agency to include a new section on interagency projects co-sponsored with the San Francisco County Transportation Authority (SFCTA), Transbay Joint Powers Authority (TJPA), and Peninsula Corridor Joint Powers Board (Caltrain). This adds more information on the planning efforts for Bus Rapid Transit and introduces two major construction projects not previously discussed in the plan: construction of the new Transbay Terminal and the City's share of operation and maintenance for Caltrain, including electrification and conversion of its fleet for future high speed rail service.

  For their part, the MTA has restructured and improved its capital investment program, adding a five-year capital investment plan that values the Agency's total assets, compiles all unconstrained capital needs, creates asset life-cycle plans, and develops a detailed prioritization process to determine project funding. On November 6, 2007 voters approved Proposition A increasing the MTA's share of General Fund parking tax receipts as well as expanding their authority over operations and giving them the ability to issue revenue bonds. Finally, a revised Central Subway route was approved by the Mayor and Board of Supervisors in February 2008.

  The $5.3 billion MTA capital budget addresses 80 percent of the $6.6 billion in total capital needs identified over the planning period. The remaining $1.3 billion is deferred from the plan. The overwhelming majority of capital investments in both Muni and the Department of Parking and Traffic are for renewals to their basic infrastructure and fleet programs. These include Cable Car infrastructure; vehicle and rail replacement; overhead rehabilitation; parking control enforcement vehicles; support vehicles for paint, meter, and signal shops; and improvements to traffic signs, signals, and road markings.

- **Public Utilities Commission**. The PUC program is the largest of the enterprise departments with estimated investments totaling $7.1 billion over the next ten years. This includes $191 million for the new 258,214 square foot administration building at 525 Golden Gate Avenue. The use of "green" technologies and other energy saving

features in the design of the building are expected to result in a LEED Platinum rating.

Almost $3.3 billion of the PUC's $6.9 billion in estimated investments (nearly half of the department's total) is for the Water System Improvement Program (WSIP) to rebuild and seismically retrofit the regional and local water system.

The Water Enterprise estimates investments of $434 million over the 10-year cycle for renewals and enhancements to local and regional water facilities and assets. These include addressing capital needs for water pipelines, watershed protection, water meters, reservoirs, and transmission lines.

The Wastewater Enterprise investments over the next 10 years in sewers and wastewater facilities are projected to be over $2.6 billion. This estimate includes anticipated funding for renewal and repair of sewers, pump stations, and treatment plants as well as enhancements and other improvements to be identified in the Wastewater Master Plan. This program shows a shortage of nearly $400 million that the PUC expects either to fund through additional revenues and debt or to defer from the plan.

Investments in Hetch Hetchy Power, Water and Wholesale Power total $692 million over the next ten years. The funds are for capital investments in streetlighting within San Francisco, redevelopment efforts to provide utility services (electric, water, and wastewater) on Treasure Island, transmission, and distribution of power, energy efficiency, reservoirs and dams, water transmission, buildings, roads, and rights-of-way. This program shows an additional $873 million shortfall that the PUC expects either to fund through additional revenues and debt or defer from the plan.

D. Capital Planning Initiatives & Next Steps

Program improvements made since the FY 2008-2017 Capital Plan update as well as shortcomings to address the next capital plan include the following:

1. **Principles for funding prioritization.** In conjunction with approving the Proposed Capital Plan, the Capital Planning Committee requested the development of high-level funding principles to prioritize capital projects in both the capital plan and annual capital budget. While basic criteria were developed two years ago, it was never approved by the Committee and only used as a basic guideline by staff (see appendix B). With much better data on capital needs and their associated costs developed over the past two years, the funding principles will explore a range of factors such as state mandates, liabilities, pavement and facility condition indexes, and public health and life safety risks.

2. **Public opinion research.** The Capital Planning Program (CPP) will continue with a second phase of public opinion research to better understand voter concerns about the Hall of Justice and support for a broader potential public safety bond measure. This information will guide discussions about how the City can fund the replacement of the Hall of Justice as soon as possible.

3. **Capital Planning and Reporting Database.** In November 2007 the Capital Planning Program (CPP) implemented a centralized, web-based database for capital planning, budgeting, and reporting on General Fund capital projects. The new Capital Planning and Reporting database (CPRd) replaces the inefficient and decentralized process managed through spreadsheets on individual desktops. With 553 active capital projects currently loaded into the system, CPRd will help both to plan for new infrastructure needs and provide a single, standardized means for tracking projects from initial conception, through financing to construction and project completion.

4. **Capital Planning and Budgeting Best Practices Survey.** In summer 2007, the CPP surveyed 15 cities comparable to San Francisco regarding their level of capital investments. While comparing the details and unique context of each city's capital program is challenging, the responses provide good information on where San Francisco stands with respect to capital investment. The next step will be to focus on how specific California jurisdictions with similar challenges to San Francisco prioritize, fund, and maintain their infrastructure. In addition, the CPP will visit key jurisdictions during the coming months for a more thorough investigation of their capital programs. As part of this research, the CPP hopes to explore new sources of long-term financing for capital projects.

5. **Asset management database**. Now that significant renewal investments are being made, it is important to track actual expenditures with the forecasts made by the FRRM or renewal database. Various General Fund departments including the Real Estate Department, Library, and DPW are moving forward with similar systems. The rollout of these databases will help to link capital planning and budgeting with ongoing maintenance and operations.

6. **Interagency planning.** The CPP will continue to incorporate external agencies in the plan – specifically the San Francisco Redevelopment Agency's (SFRA) major capital programs. Furthermore, the CPP will develop a new chapter on major emerging capital needs that combines the planning efforts of the San Francisco Housing Authority, the SFRA, the Planning Department, and the San Francisco County Transportation Authority.

Section 2 | General Fund Department Program

A. Crime Prevention & Criminal Justice
B. Fire Protection & Emergency Response
C. Public Health & Human Services
D. Recreation & Park System
E. Streets & Rights-of-Way
F. Arts & Convention
G. Office & Support
H. Public Library
I. Planning Department

A. Crime Prevention and Criminal Justice Facilities

A. Crime Prevention and Criminal Justice Facilities

The City operates ten police district stations, five adult jails with a combined 2,100-bed capacity, 23 courtrooms in three locations, a juvenile detention facility, and a juvenile ranch facility.

Map ID	Facility
1	Golden Gate Park Police Stables
2	Park Police Station
3 - 5	Youth Guidance Center Campus
6	Taraval Police Station
7	Police Academy
8	Ingleside Police Station
9	McClaren Park Police Stables
10	Bayview Police Station
11	SFGH/ Jail Ward Floor 7D/7L
12	Old Potrero Police Station
13	Mission Police Station
14	555-7th Street Office Building
15	Hall of Justice
16	Work Furlough Building
17	Southern Police Station
18	911 / Emergency Operations Center
19	Tenderloin Police Station
20	Central Police Station
21	Northern Police Station
22	Richmond Police Station
Not Shown	SFPD Crime Lab & TAC Division Facilities

A. Crime Prevention and Criminal Justice Facilities Highlights

San Bruno Jail Housing Pod 2

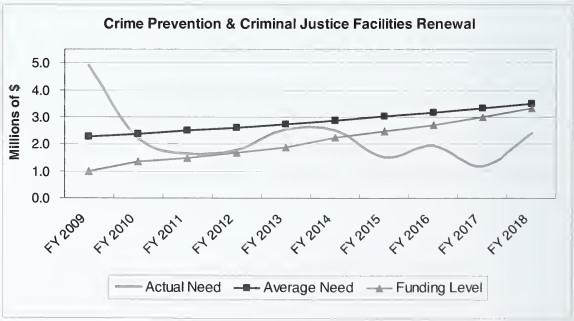
The City has achieved significant improvements to its criminal justice infrastructure during the past fifteen years. A program to upgrade and modernize the majority of the City's district police stations was completed in 1996, ensuring the seismic safety of nine of the ten district stations. Two large facilities, the antiquated juvenile detention facility and the unsafe San Bruno Jail #3, were completely replaced in 2006.

Significant investments, however, are still required to ensure modern and safe facilities. The ten-year capital plan proposes $1.2 billion in maintenance and improvements to these facilities over the next ten years. The vast majority of these funds (approximately $800 million) are programmed to meet one of the City's most pressing capital needs – the replacement of the Hall of Justice.

1. Renewal Program

According to the City's facility renewal model, maintenance of the criminal justice facilities and infrastructure is estimated to cost $28.4 million over the next ten years, assuming continued reuse of current facilities. This is a 27 percent increase in the renewal need reported in last year's plan. The difference is primarily due to increasing needs at Sheriff Department facilities, including County Jail 7 in San Bruno and Sheriff Jails 8 and 9 adjacent to the Hall of Justice. Given funding constraints, the plan allocates $21.9 million to meet these needs. After accounting for inflation, the total proposed investment is about 42 percent higher than last year.

The Renewal Curve on the graph at right reflects annual variations in facility needs. The blue line is the 10-year average of the Renewal Curve. The difference between the average need and the proposed funding level shrinks from $1.3 million in the first year of the plan to $173,000 in the final year.



As the renewal graph on the previous page illustrates, the proposed funding level nearly meets the need by the final year of the plan. This is a result of the new

allocation method for facility renewals that considers both the backlog and the ongoing renewal needs in determining the proposed funding level. The proportion of the backlog for Crime Prevention and Criminal Justice facilities compared to their renewal need is much larger than other areas of the General Fund program.

It is important to note that the renewal forecasts and the $24 million deferred maintenance backlog do not include the Hall of Justice and the Youth Guidance Center administration building, both of which are scheduled for replacement during the ten-year plan. Renewal needs are also excluded for the inactive facility at Hidden Valley Ranch. Smaller investments are proposed to meet critical needs at each of these facilities.

2. Enhancement Program (FY2009 – FY2013)

Of the $1.2 billion in proposed funding for crime prevention and criminal justice in the ten-year capital plan, 98 percent is allocated for enhancements, primarily for the replacement of the Hall of Justice. The major enhancements are outlined below.

- **Hall of Justice Replacement.** Along with the replacement of San Francisco General Hospital, the replacement of the Hall of Justice (HOJ) is recommended as the City's highest priority capital need. The facility – which houses the City's Police Department headquarters, criminal courts, a 798-person jail, and more than 1,500 City staff – is seismically deficient, and suffers from fire and other public safety deficiencies. Constructed in the late 1950's, the building does not support efficient modern operational or technological needs of tenant departments. Several studies conducted in the past decade conclude that the cost of renovating the facility to meet these needs exceeds its replacement cost. Since the adoption of the FY 2008-2017 Capital Plan, a needs assessment has been completed. This assessment included projecting future space needs for each tenant and determining which departments should be adjacent to one another in one new facility or in adjacent facilities.

Hall of Justice

A $600 million Criminal Justice System Earthquake Safety G.O. bond is proposed for the November 2010 ballot. Planning will be completed prior to that time using investments from the city's Capital Planning Fund.

The replacement program is still being developed and the scope of the program has not been determined; therefore the cost estimates and project schedules will likely be adjusted in future plans. Several factors contribute to changes in project

The State is currently in the midst of assuming control of all local court facilities. The Plan assumes that State funds will be available to fund court-related work on the Hall of Justice and Youth Guidance Center campuses. This assumption will be monitored in future plans.

costs, including program and scope changes, site acquisition, alternate delivery methods, and changing rates of construction cost escalation.

For capital planning purposes, the program budget has been set at $800 million. The plan proposes investments of $15 million from the Capital Planning Fund over the next two fiscal years to refine the building program and complete a schematic design. The majority of the $800 million project is to be funded with a $600 million G.O. bond on the November 2010 ballot, combined with an assumed investment of $200 million from the State to replace the Courts' portion of the facility.

- **Relocation of the SFPD's Southern District Station to Mission Bay.** The development of Mission Bay – including the creation of 6,000 new housing units – requires the construction of a new police district station in the neighborhood. The ten-year capital plan proposes to relocate the Southern district station, currently housed in the Hall of Justice, to a site in Mission Bay. Estimated to cost $17.5 million, the project is funded in FY 2010 with a mix of developer contributions and General Fund debt.

Conceptual drawing of Mission Bay Police Station

- **Relocation of the SFPD Crime Lab and Medical Examiner.** Located in a leased facility in the Hunters Point Shipyard, the SFPD Crime Lab must be vacated by early 2011 to allow for the redevelopment of the area. New to this year's plan is the requirement that the Medical Examiner (ME) relocate from its current laboratory at the Hall of Justice due to inadequate facilities and space that are jeopardizing the lab's accreditation. The ME's laboratory must be in a fully accredited facility by January 2010.

  Due to similarities in functional requirements and project timelines, the capital plan recommends co-locating the Crime Lab and Crime Lab and Medical Examiner (ME) at a seismically safe laboratory (designed at 1.25 times the

normal seismic requirement) being built by private developers in the Mission Bay Development with occupancy planned for the later half of 2010. The primary advantages of leasing a privately developed facility that is already under development rather than building a city-owned laboratory are it (1) is the best option to meet the time constraints for both laboratories (the ME may be required to outsource laboratory testing to an accredited lab in 2010 or until they occupy the new space); (2) can be modified to meet the City's specific needs (3) reduces the City and County's risks that come with developing and maintaining a very specialized facility that is expected to experience rapid technology changes; (4) is one of the few available locations close to the Hall of Justice where both department staff spend considerable amounts of time as expert witnesses in court proceedings, and (5) is near the UCSF Mission Bay campus and other biomedical labs, making it easier for the City to work with similar agencies and attract high quality staff.

Depiction of new lab space for Medical Examiner & Crime Lab

After an evaluation of both a capital improvement project (project development, environmental review, design and build schedules, and related costs) and a "build-to-suit" lease scenario, the Capital Plan recommends the lease scenario. Both scenarios require a similar investment but the lease option results in the shortest timeline. The estimated cost for the tenant improvements and base rent is $167 million over a 15-year lease term with two options to extend. Additional operating expenses – averaging $3.2 million per year – bring the 15-year total to approximately $215 million and an annual cost per square foot of approximately $120. General Fund debt would cover the tenant improvements and base rent. Operating expenses would come from the ME and Crime Lab General Fund allocation.

- **County Jail 3 Demolition.** Now that the new jail is occupied, the old facility needs to be stripped of hazardous materials and demolished. Proposed investments of $5 million are funded with settlement revenues from jail construction litigation.

- **County Jail 3 Replacement Project.** The plan proposes an additional $3 million investment at the new jail for projects that were part of the original scope of work but deferred pending resolution of the lawsuit. This is also funded with settlement revenues from jail construction litigation.

- **Sheriff's Department Regional Training Facility.** The Sheriff's Department is developing a plan to build a new 87,500-square-foot indoor firearms training facility. This would allow the Sheriff's Department to provide state mandated

training for its personnel and avoid falling behind in training schedules. In addition, the Sheriff's Department will be able to provide training space on a fee-for-service basis to other local law enforcement agencies. It is anticipated that these revenues will offset the costs of financing the facility.

- **Relocation of SFPD's Tactical Operations Division.** Currently in Building 606 of Hunter's Point Shipyard, the SFPD's Tactical Operations Division must be relocated to allow for redevelopment of the area. The Real Estate Division is negotiating a 10-year lease agreement on a property located at 1945-1957 Carroll Avenue. The lease contains a right to purchase should the property be made available for sale. Tenant improvements will be funded by the landlord and reimbursed through lease payments.

3. **Enhancement Program (FY2014 – FY2018)**
   The following capital project priorities are recommended to begin during the second half of the ten-year capital plan cycle. The largest is $154 million beginning in 2015 to consolidate Family Court Services and replace the administration buildings at the Youth Guidance Center campus.

   - $100 million to consolidate Family Court Services and replace administration buildings at the Youth Guidance Center Campus.
   - $54 million to replace the Youth Guidance Administrative Building.
   - $14 million to expand and renovate the Police Training Academy.

B. Deferred Projects

The proposed ten-year capital plan defers the following improvements proposed for criminal justice facilities.

- **Relocation of the SFPD's Central District Station.** The plan defers a proposed relocation of the district station from its current location, located under a public parking facility on Vallejo Avenue. The facility, constructed in 1972, is the only district station not upgraded in the 1998 police facility improvement bond program. Given funding constraints and higher-priority projects, the plan proposes to defer the $33 million construction of a new facility but does address some of the facilities current critical inadequacies, including construction of separate locker and shower facilities for female officers.

- **Old Potrero Police Station.** Located at Tennessee and 3rd, this unoccupied former police station is an unreinforced masonry building at risk of collapse. The estimated cost to convert this facility into a fire station or similar type of is $22 million.

C. Emerging Needs to Be Updated in Future Plans

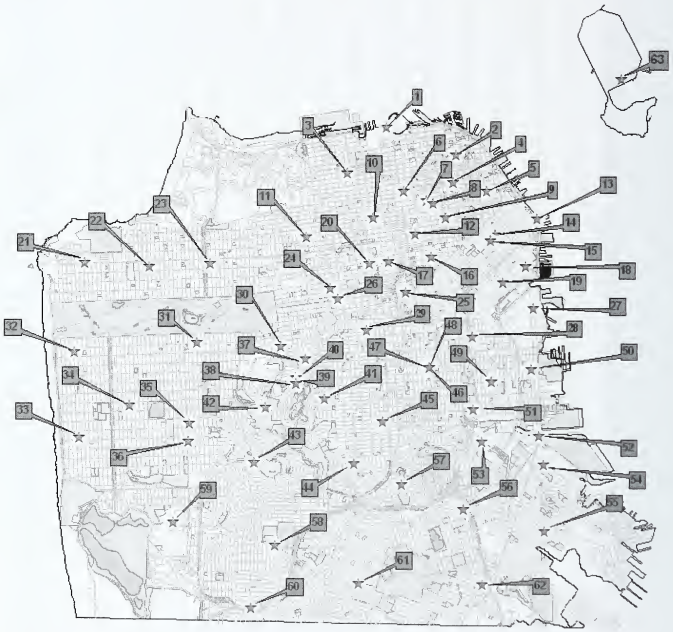
The need or amount of capital investment required to meet the following emerging needs are not funded in this year's plan but will be reviewed in the subsequent year's capital plan as additional planning and uncertainty around project-specific issues are resolved.

- **Log Cabin and Hidden Valley Ranch Juvenile Facilities.** Given continued statewide conversations about the establishment of regional youth correctional facilities, possible capital investments to expand and change the programming of this facility – estimated at $111 million – will be closely monitored in ten-year capital plans prepared in future years.

Crime Prevention and Criminal Justice Facilities

Program / Project	FY2009	FY2010	FY2011	FY2012	FY2013	FY 2014-FY 2018	PLAN TOTAL	BACKLOG
State of good repair renewal - Need	2,256	2,369	2,487	2,612	2,742	15,910	28,376	24,049
SPENDING PLAN								***DEFERRED***
State of good repair renewal	978	1,345	1,489	1,672	1,873	13,739	21,096	10,214
ADA transition plan improvements	378	446	1,411				2,235	
Crime Lab and Medical Examiner Relocation		166,776					166,776	
New Mission Bay Police Station		17,539					17,539	
Hall of Justice Replacement	5,000	10,000	785,000				800,000	
Hall of Justice Interim Improvement program	3,000						3,000	
SFPD Central District Station Interim Improvements		2,000					2,000	
SFPD Central District Station Replacement								34,460
SFPD Training Academy Expansion and Renovation						13,785	13,785	
County Jail 3 Demolition	5,000						5,000	
County Jail 3 Replacement Project	3,000						3,000	
Sheriff's Department Regional Training Facility		40,000					40,000	
Youth Guidance Center Administrative Building Replacement						54,296	54,296	
Family Court Services Consolidation at YGC Campus						99,628	99,628	
Log Cabin Ranch Expansion								45,152
Hidden Valley Ranch Reactivation								70,951
Old Potrero Police Station Renovation								22,245
TOTAL	**17,356**	**238,106**	**787,900**	**1,672**	**1,873**	**181,448**	**1,228,356**	**207,071**
REVENUES								
Local - General Fund	4,356	3,791	2,900	1,672	1,873	13,739	28,332	
Local - GO Bond			600,000			68,081	668,081	
Local - General Fund Debt		16,119					16,119	
Long-term Lease Obligation		166,776					166,776	
Local - Capital Planning Fund	5,000	10,000	(15,000)					
Local - Other Sources	8,000	41,420					49,420	
Federal								
State			200,000			99,628	299,628	
TOTAL	**17,356**	**238,106**	**787,900**	**1,672**	**1,873**	**181,448**	**1,228,356**	

B. Fire Protection and Emergency Response Facilities



B. Fire Protection and Emergency Response Facilities

The San Francisco Fire Department (SFFD) and the Emergency Communications Department manage 42 fire stations in the City, three fire stations at the San Francisco International Airport, a central emergency communication and dispatch center, and more than 20 additional infrastructure and support facilities. Several of these structures are more than 90 years old.

Map ID	Facility	Map ID	Facility
1	Salt Water Pumping Station #2 (At Fort Mason)	33	Sunset Tank & Pump Station
2	Fire Station #28	34	Fire Station #18
3	Fire Station #16	35	Fire Station # 40
4	Fire Station # 2	37	Ashbury Street Tank & Tank House
5	Fire Station # 13	38 - 39	Twin Peaks Reservoir
7	Fire Station # 41	40	Palo Alto Avenue
8	Jones Street Tank & Tank House	41	Fire Station #24
9	Fire Chief's Residence	42	Fire Station #20
10	Fire Station # 38	43	Fire Station #39
11	Fire Station #10	44	Fire Station #26
12	Fire Station #3	45	Fire Station #11
13	Fire Station #35/Fire Boat HQs	46 - 47	Fire Division of Training
14	Fire Station # 1	48	Fire Station #7- Division 3 Headquarters
17	Emergency Communications Center	49	Fire Station #37
18	Fire Headquarters/Salt Water Pump Station #1	50	Old Station 16 (Inactive)
19	Fire Station # 8	51	Bureau of Equipment Headquarters
20	Fire Station #5	52	Fire Station #2
21	Fire Station #34	53	Fire Station #9
22	Fire Station # 14	54	Arson Unit HQ and Supply Depot
23	Fire Station #31	55	Fire Station #17
24	Fire Station # 21	56	Fire Station #42
25	Fire Station # 36	57	Fire Station #32
26	Old Station 21 (Inactive)	58	Fire Station #15
27	Old Station 30 (Inactive)	59	Fire Station #7
28	Fire Station #29	60	Fire Station #33
29	Fire Station #6	61	Fire Station #43
30	Fire Station #12	62	Fire Station #44
31	Fire Station #22	63	Fire Station #48 (Treasure Island)
32	Fire Station #23	Not Shown	Airport Fire Stations 1, 2 & 3

A. Fire Protection and Emergency Response Facilities Highlights

The majority of the city's fire and emergency response facilities have been modernized and seismically braced during the past twenty years. Forty of the Fire Department's 42 stations were renovated or replaced through the 1992 Fire Facility and 1989 Earthquake Safety bond programs. The Fire Department's Arson Headquarters and Bureau of Equipment warehouse were also renovated during this period. An Emergency Communications Center was completed in 1999 to provide a modern facility to house the City's 911 call taking and response functions, consolidating functions from obsolete facilities at risk of damage in an earthquake. Finally, a back-up 911 call center that works in conjunction with the City's 311 call center at 1 South Van Ness was recently completed.

Given its priority on public safety and health, the plan proposes significant investments in the fire protection system during the first five years.

Several key capital investments are required to address fire and emergency response facilities and infrastructure. The bond programs mentioned above did not renovate the Treasure Island fire station (Station 48) or the Bureau of Training. The Fire Boat Headquarters (Station 35) is in a functionally deficient facility on a seismically weak pier. Finally, while several improvements to the City's Auxiliary Water Supply System (AWSS) have been completed through the 1986 Fire Facility bond program, major portions of this important system are more than 70 years old and at risk of failure in a major earthquake.

The ten-year capital plan recommends $134 million to meet these remaining needs, including investments for regular facility renewal costs, repair and seismic improvements to AWSS, renovation of the Fire Boat Headquarters (Station 35), and a new fire station in the Mission Bay neighborhood.

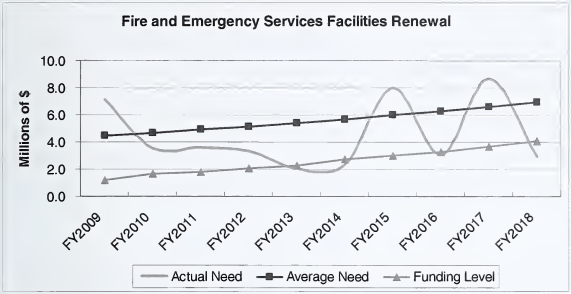
1. Renewal Program

The renewal projections do not include $26.3 million for addressing routine maintenance needs of AWSS that are funded separately.

The City's Facility Resource Renewal Model estimates that Fire and Emergency Response facilities will need $56 million in renewal funds over the ten-year plan cycle to maintain their current condition. This is more than two and half times larger than the $21 million in renewals assumed in the FY 2008-2017 Capital Plan. The dramatic increase results from the Fire Department's thorough analysis of its facility renewal needs and their subsequent decision to schedule repair or replacement of these renewal needs in the next ten years. Given citywide funding constraints, the plan allocates $25.7 million to meet these needs. While that only covers 46 percent of the need, it is a 171

Failed boiler at Fire Station 38 replaced in FY 2007-2008

dramatic improvement – 171 percent – over last year's $9.5 million allocation.



The Renewal Curve line on the graph to the left reflects annual variations in facility needs. The Renewal Need is the 10-year average of the Renewal Curve. The Renewal Curve line on the graph above shows the gap between annual renewal need and funding shrinking from $3.3 million in 2009 to $2.9 million in 2018.

- **Renewal or state of good repair investments.** Although the median facility renewal need is only $818,000, the total need for the Fire Department over the ten-year plan exceeds $56 million due to the large number of facilities it owns and their heavy use of each facility. Approximately one-third of Fire Department facilities are expected to require investments of more than $1 million over the plan period.

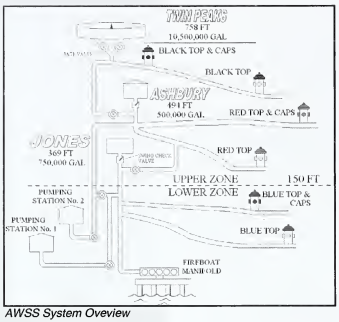
The around-the-clock occupation of fire stations and the fact that these facilities have kitchens and sleeping quarters result in additional renewal costs.

- **AWSS critical maintenance investments.** The plan proposes $26.3 million in Facilities Maintenance (FM) funds to replace aging and corroded water pipes and connectors, repair cisterns and water tanks, and install motorized actuators on isolation valves during the plan cycle. This funding does not include investments in systems slated for replacement as part of the enhancement program. FM funds are similar to operating revenue that are not shown on the schedule at the end of this chapter.

2. Enhancement Program (FY2009 – FY2013)

The plan proposes an investment of $108 million to fund improvements to the City's fire and emergency response facilities and infrastructure during the plan period, all prioritized during the first five years of the ten-year cycle. The majority of these investments are funded by the proposed 2009 fire protection system G.O. bond. The major enhancements include the following:

- **Fire Protection AWSS Upgrade.** The plan dedicates $80 million for the upgrade and partial replacement of the City's high-pressure emergency fire protection system, the Auxiliary Water Supply System (AWSS) system, funded with a proposed 2009 fire protection system G.O. Bond. The City is working with engineering firm Metcalf & Eddy to study how the system is



AWSS System Oveview

currently being used and what role it would play in a major disaster; opportunities for expansion; and the condition of AWSS components including the pipeline network, reservoirs, and pump stations. The study will help shape the scope of the project and the associated fire protection bond. It is expected to be completed by April 2008. Funds for the planning and program development phase will continue over the next year with the expectation that a successful bond measure in November 2009 would enable construction to start shortly thereafter.

- **Fire Boat Headquarters.** A new Fire Boat Headquarters will replace the seismically unsound pier and building at its current Pier 22 ½ location in two phases for a cost of $10.7 million. $2.3 million for Phase 1 will come from Local – other sources such as former fire bonds. $8.4 million for Phase II will come from the proposed fire protection system G.O. Bond. The existing structure is a historic building built in 1908 that would be too expensive to renovate for Fire Department needs. Phase I proposes to replace the vertical supports and cross beams of the underlying Pier 22 ½. Phase II proposes to seismically retrofit, expand, and improve the accessibility of the existing two-story fire house.

Fire Boat Headquarters

- **Mission Bay Fire Station.** The development of Mission Bay – including the creation of 5,000 new housing units and over 2 million square feet of commercial uses – requires the construction of a new fire station in the neighborhood. The plan proposes an investment of $14.6 million in FY 2010 for construction of this station. Seventeen percent ($2.48 million) of this investment is funded by developer contributions. The remainder is from General Fund-supported debt.

- **Expansion of the City's Emergency Operations Center.** The Plan proposes the addition of approximately 5,000 square feet at the Emergency Operations Center at 1011 Turk Street to alleviate overcrowding and improve the use of the facility in the event of an emergency. Scheduled for completion in December 2011, the project is estimated to cost $11.9 million and will be funded with unsold certificates of participation paid for by the 911 service fee.

The project scope and cost are preliminary and will be refined in the coming year.

3. **Enhancement Program (FY2014 – FY2018)**
No major facility enhancements are proposed for the second five years of the plan cycle.

B. Deferred Projects

The ten-year capital plan defers the following improvements proposed for fire and emergency services.

- **Old Station 16 Renovations.** Given other priorities, all investments at this inactive station are deferred from the ten-year planning horizon. Work required to reopen this station is estimated to cost $7.8 million.

- **Old Station 1 Replacement.** The plan proposes to defer from the ten-year planning horizon all investments at this inactive station. Work required to reopen this station is estimated at $36 million.

- **Relocation of the Fire Department's Ambulance Deployment Center.** Given funding constraints, the plan defers the relocation of this facility, which is estimated to cost $11 million.

- **1415 Evans Seismic Retrofit.** The plan proposes to defer investments in this warehouse which stores all SFFD emergency supplies. Seismically retrofitting this facility is estimated to cost $6.4 million.

C. Emerging Needs to Be Updated in Future Plans

The need or amount of capital investment required to meet the following emerging needs are not funded in this year's plan, but will be reviewed in the subsequent year's capital plan as additional planning is completed and uncertainty around project-specific issues are resolved.

- **Hunters Point Fire Station.** Future development of the Hunters Point Shipyard may require the construction of a new fire station for the area at an estimated cost of $34 million. The current Navy-owned station lacks separate dormitory facilities for men and women and is not in compliance with ADA standards. The City will monitor both the schedule and extent of development at the shipyard to determine the need in coming years and will update future plans accordingly.

- **Fire Department Training Facility Relocation.** Economic constraints and uncertain timing of the development of Treasure Island has led to no proposed funding for the modernization and relocation of the Fire Department's training facilities. This project would replace the Fire Department's current training facilities at 19th and Folsom and Treasure Island with a new combined facility that includes training classrooms, apparatus storage, a vehicular training field, drill tower, live fire simulators, a fireboat dock, and separate showers/locker facilities. This project will likely be required given future development of Treasure Island, which may fall outside of the ten-year plan cycle. The total current estimated cost of this project is approximately $129 million. The City will monitor development schedules on Treasure Island and amend future ten-year capital plans as appropriate.

Fire Protection and Emergency Response Facilities

Program / Project	FY2009	FY2010	FY2011	FY2012	FY2013	FY 2014-FY 2018	PLAN TOTAL	BACKLOG
State of good repair renewal - Need	4,461	4,684	4,918	5,164	5,423	31,462	56,112	0
SPENDING PLAN								***DEFERRED***
State of good repair renewal	1,192	1,639	1,814	2,036	2,282	16,737	25,700	40,345
ADA transition plan improvements			296				296	
911 Center Expansion		11,900					11,900	
Fire Protection AWSS Upgrade	1,000	78,719					79,719	
Fire Boat Headquarters - Phase I	2,340						2,340	
Fire Boat Headquarters - Phase II		8,423					8,423	
New Mission Bay Fire Station		14,574					14,574	
SFFD Training Facility Interim Repairs		2,431					2,431	
SFFD Training Facility Relocation and Expansion								129,005
Fire Station 1 Replacement								35,799
New Hunters Point Fire Station								33,864
Ambulance Deployment Center Relocation								11,117
Old Station 16 Renovation								7,788
1415 Evans Seismic Retrofit								6,414
TOTAL	**4,532**	**117,686**	**2,110**	**2,036**	**2,282**	**16,737**	**145,383**	**264,332**
REVENUES								
Local - General Fund	2,192	4,070	2,110	2,036	2,282	16,737	29,427	
Local - GO Bond		88,592					88,592	
Local - General Fund Debt		12,094					12,094	
Local - Capital Planning Fund		(1,450)					(1,450)	
Local - Other Sources	2,340	14,380					16,720	
Federal								
State								
TOTAL	**4,532**	**117,686**	**2,110**	**2,036**	**2,282**	**16,737**	**145,383**	

C. Public Health and Human Services Facilities

C. Public Health and Human Services Facilities

The Department of Public Health (DPH) and the Human Services Agency (HSA) operate a broad range of facilities that provide direct public health and safety net services to city residents. DPH manages two major medical campuses – the San Francisco General Hospital campus and the Laguna Honda campus – which together house 24 facilities. Additionally, the department operates ten city-owned primary care health clinics located through out the city. HSA manages eight facilities including three homeless shelters, three children's resource centers, and two administrative buildings. Both departments provide programs at a number of leased properties as well. Leased facilities such as 1235 Mission Street where the City is responsible for building maintenance are also included in this chapter.

Map ID	Facility	Map ID	Facility
1	Health Center Four	16	Health Center Three
2	Maxine Hall Health Center	17	Southeast Ambulatory Health Center
3	N. of Market Senior Service Center	18	Alemany Emergency Hospital and Treatment Ctr
4	DPH Central Office (DOC)	19	HSA Children's and Family Health Center
5	Tom Wadell Center	20	HSA CalWorks Offices
6	1360 Mission Street	21	HSA Polk Street Homeless Center
7	San Francisco City Clinic, 555 7th Street	22	HSA 850 Broderick Street
8	Health Center Five	23	HSA Family & Children's Services Court Office
9	Health Center One	24	ETS-50 Van Ness Ave.
10	Sunset Mental Health	25	HSA 5th Street Homeless Center
11	Laguna Honda Hospital Campus	26	HSA PAES Success Center
12	598 Portola Drive	27, 31	HSA 150 and 170 Otis Street
13	Community Health Network Headquarters	28	HSA FCS Foster Care
14	Caleb Clark Potrero Hill Health Center	29	HSA-Mother Theresa Dinning Hall
15	San Francisco General Hospital Campus	30	HSA-CalWORKs – 1800 Oakdale

A. Public Health and Human Services Facilities Highlights

Substantial capital improvements to the city's public health system are underway. In 1999 City voters approved a $400 million capital improvement project for the Laguna Honda Hospital, which is currently under construction. A citywide clinic modernization program – estimated at $10 million – is 60 percent complete. Plus, In Home Supportive Services workers and other HSA staff have been moved from leased space at 875 Stevenson to recently acquired and renovated space near the HSA headquarters at 1650 Mission.

An $800 million replacement of the San Francisco General Hospital, among the highest priority projects facing the city, is the second largest investment in the ten-year capital plan.

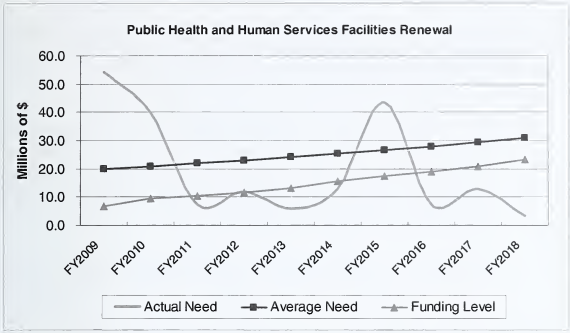
Given the size and complexity of the system, however, significant and high-priority capital needs remain. The ten-year capital plan proposes investments of more than $1 billion to address needs in the city's network of public health and human service facilities. Most of this is for the replacement of the acute care facility at SFGH and related capital improvements, which is estimated to cost $887 million.

1. Renewal Program

The facility renewal model projects a cost of $250 million over the next ten years to maintain public health and human services facilities in their existing state. This is a 12 percent increase from the FY 2008-2017 Capital Plan. The increase is from adjustments to the HSA child care centers in the renewal model and standard fluctuations in renewal need. The 10-year average annual facility renewal need for DPH facilities alone is $15.2 million, representing 76% of the total need.

Given funding constraints, the plan allocates $147 million to these needs, a decrease of approximately two percent from last year's plan. Eighty percent of the total renewal investment is for DPH facilities. Since annual funding is below annual need, both DPH and HSA facilities will accrue an additional $139 million of deferred maintenance backlog needs at the end of the planning period.

The recent completion of a modernization program in most of the public clinics results in fairly low clinic renewal costs. This is not the case for several buildings at the SFGH and LHH campuses, and the Human Services Agency administrative buildings, all of which continue to have significant renewal needs.



The Renewal Curve line on the graph to the left reflects annual variations in facility needs. The Renewal Need is the 10-year average of the Renewal Curve. The gap between annual renewal need and funding shrinks from $13.1 million in 2009 to $7.6 million in 2018.

- **Renewal or state of good repair investments at SFGH.** SFGH campus facilities account for 75 percent of DPH's total need. Buildings with more than $5 million in backlog and renewal costs include Buildings 1, 5, 10, 20, 30, 80, 100, and Pathology Building 3. With a 10-year average annual renewal need of $8.5 million – totaling $107 million over the course of the plan – the current hospital (building 5) is the most expensive facility.

- **Renewal investments at Laguna Honda Hospital.** Renewal investments will be needed at the LHH campus since existing plans assume the reuse of Main Hospital Buildings A, B, C, and H after the current occupants are moved to new buildings. These four buildings account for 14 percent of DPH's total average annual renewal costs.

  Clarendon Hall and the Main Hospital Buildings D, E, F, G, L, and O (and potentially Buildings K and M) are scheduled for demolition in 2009 and 2010. Thus, investments in these buildings will be limited to life and safety issues.

- **Renewal investments at HSA facilities.** The average annual renewal need for HSA facilities is approximately $4.7 million. Two facilities account for 80 percent of this $4.7 million need: 170 Otis (54 percent) and 1235 Mission (26 percent).

2. Enhancement Program (FY2009 – FY2013)

Of the $1.03 billion in enhancements for health and human services facilities, 91% ($935 million) is for projects during the first five years of the plan. These are highlighted below.

Final planning for the SFGH replacement project will be completed with $11.9 million of funding in FY 2008. This investment will refine the building program and cost estimates prior to submission of a financing proposal to the voters.

- **San Francisco General Hospital Rebuild.** SFGH provides a full complement of inpatient, outpatient, emergency, skilled nursing, diagnostic, psychiatric, and rehabilitation services for adults and children. In addition, SFGH operates the only Trauma Center (Level 1) for 1.5 million residents of San Francisco and northern San Mateo County.

  Senate Bill 1953 requires all California acute care hospitals to meet upgraded seismic safety standards by either retrofitting existing buildings or rebuilding a new hospital building by 2013.

  Accomplishments over the past year include passage of an integrated project delivery ordinance, the hiring of an architectural and engineering firm, and completion of the final geotechnical report which is under review by the Office of Statewide Healthcare Planning and Development (OSHPD). Activities in the coming months include completion and certification of the Environmental Impact Review, preparation for the General Obligation bond ordinance, and design development for the Acute Care building.

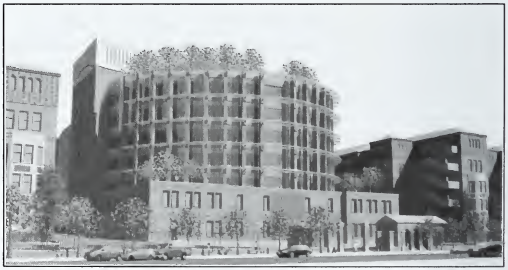


Illustration of the new General Hospital

In addition to the $25 million allocated in the last two fiscal years, $5 million is set aside in the first year of this year's capital plan to complete the planning process and continue design. This initial $30 million investment comes from the General Fund and will be placed in the Capital Planning Fund upon approval of the bond measure to provide pre-ballot planning funds for future G.O. bonds.

- **Laguna Honda Hospital.** In November 1999 San Francisco voters approved a G.O. Bond to replace the existing hospital building to provide a clinical and operational link between the new and old buildings. The City is also using a substantial portion of the Tobacco Settlement revenues to finance the replacement project. The total budget for the project is $482 million.

  Groundbreaking for construction occurred in November 2003. The South Residence and Link Building will be ready for resident occupancy in November 2009. The East Residence will be ready for occupancy in February 2010. The West Tower, if funded, is scheduled to open in December 2012. Resident occupancy of the Main Building will be phased downward over this two- to three-year period as the new buildings go up.

- **Primary Care Center Modernization Project.** At several health clinics, DPH continues capital improvements, including seismic upgrades, architectural improvements, ADA improvements and HVAC upgrades. The plan proposes $2.7 million in total investments from the General Fund, with no more funds required after FY 2009. Seventy-three percent of this is for development of new office spaces in the STD Clinic basement. Clinic staff are currently in a leased facility off-site, and this project will allow for operational efficiencies and cost savings.

- **SFGH Helipad.** The plan proposes to build a helipad on the roof of the existing SFGH Hospital (Building 5). This will give SFGH the ability to accept critical trauma patients by air. The SFGH Foundation intends to fund the construction phase of the project, estimated at $6.8 million.

3. **Enhancement Program (FY2014 – FY2018)**

   The second five years of the plan recommends the seismic upgrade and renovation of the DPH administrative building at 101 Grove Street. With an initial investment of $5 million from the Capital Planning Fund in FY 2013 and FY 2014, The Plan recommends $86 million in FY 2015 for this project.

B. Deferred Projects

The proposed ten-year capital plan defers the following investments for health and human services facilities.

- **Remaining SFGH Campus Seismic Upgrade.** The plan defers any seismic and life safety cost investments for Buildings 1, 9, 10, 20, 30, 40, 80, 90, and 100. These nine buildings cover approximately 490,000 square feet, and the seismic upgrade of these facilities is estimated at $380 million. This work will need to be addressed in a future decade, after the lengthy process to relocate the main hospital to a new building on the campus is complete.

Building 20, shown above, is one of the older brick buildings in need of a seismic upgrade.

- **LHH Seismic Upgrade.** Funding constraints and the already significant investment in Laguna Honda Hospital have led to the deferral of this project. Buildings A, B, and C, which serve as the Department Operations Center (DOC) for the facility in the event of a major emergency, have a Seismic Hazard Rating (SHR) of 3. These facilities house Hospital Administration, Accounting, Personnel, MIS, and other divisions that provide critical functions and essential services to both the hospital and the City in the event of an emergency. Funding options for this project – estimated at $34.5 million – will be reviewed in subsequent plans.

- **150 Otis Seismic Upgrade.** In order to reactivate the unused space at this facility, a seismic life safety analysis first needs to be conducted. The cost for such an analysis is included in the estimate for the renovations at 150 Otis that are deferred in this plan. The proposed estimate for seismically upgrading this building is $72 million. More in-depth planning for this project will be completed in future plans.

- **150 Otis Renovations.** Various capital improvements at 150 Otis are deferred in this plan, given the seismic weakness of the building. The proposed renovations would allow much of the space to be reactivated and more efficiently used. Currently, only two floors are used for a homeless shelter. Other floors, which are now only used for Family and Children Services and HSA storage, could be used for a variety of other purposes, including housing, shelter, or office space. The estimated cost of this project is $2 million.

- **170 Otis Seismic Upgrade.** Another proposed seismic upgrade for HSA's 170 Otis is deferred in the ten-year plan. The cost for this project is estimated at $92 million.

C. Emerging Needs to Be Updated in Future Plans

The need or amount of capital investment required to meet the following emerging needs are not funded in this year's plan but will be reviewed in the subsequent year's capital plan as additional planning and uncertainty around project-specific issues are resolved.

- **SFGH Emergency Generator Replacement Project.** Additional improvements required at the SFGH campus include replacement of the emergency generator; however, this project is not included in the proposed bond program. Replacing the existing emergency generators servicing the main campus will result in energy savings and a more reliable emergency power source. With funding received in FY 2008, DPH worked with an engineering firm to conduct a more thorough needs analysis and prepare a conceptual design. The new plan is to house the emergency generators in the basement of the Plant Services building, consolidating all of the campus emergency generators in one location. Currently being validated by the contractor, the total project cost is estimated at $16.7 million, up from the $3.5 million proposed in last year's plan. To offset some of the costs, the City applied for a $1 million grant through the Federal Emergency Management Agency. During the coming months, the City will continue to explore funding opportunities for this project.

Public Health and Human Services Facilities

Program / Project	FY2009	FY2010	FY2011	FY2012	FY2013	FY 2014-FY 2018	PLAN TOTAL	BACKLOG
State of good repair renewal - Need	19,894	20,888	21,933	23,029	24,181	140,295	250,220	90,082
SPENDING PLAN								
State of good repair renewal	6,838	9,401	10,408	11,682	13,090	96,021	147,440	138,606
ADA transition plan improvements	3,700	4,618	994				9,312	
SFGH Rebuild	862,400						862,400	
Remaining SFGH Campus Seismic Upgrade								379,890
Helipad at SFGH	6,800						6,800	
DPH Administration Building Seismic Bracing					2,500	88,181	90,681	
Primary Care Center Modernization Program	2,651						2,651	
Laguna Honda Hospital Replacement	34,929	7,495	18,254	2,944			63,622	
Laguna Honda Hospital Seismic Upgrade (A, B, & C)								34,480
150 Otis Renovations								2,002
150 Otis Seismic Upgrade								72,014
170 Otis Seismic Upgrade								91,729
TOTAL	**917,317**	**21,514**	**29,657**	**14,626**	**15,590**	**184,202**	**1,182,906**	**808,803**
REVENUES								
Local - General Fund	18,189	14,019	11,402	11,682	13,090	96,021	164,403	
Local - GO Bond	887,400					90,681	978,081	
Local - General Fund Debt								
Local - Capital Planning Fund	(30,000)				2,500	(2,500)	(30,000)	
Local - Other Sources	41,729	7,495	18,254	2,944			70,422	
Federal								
State								
TOTAL	917,317	**21,514**	**29,657**	**14,626**	**15,590**	**184,202**	**1,182,906**	

D. Recreation and Park Facilities

Legend

- Clubhouses and Activity Centers
- Rec Centers
- Community Gardens
- Community Pools
- Golf Courses
- Parks and Open Space

D. Recreation and Park Facilities

The Recreation and Park Department (RPD) has jurisdiction for over 230 properties with hundreds of buildings and recreation facilities throughout San Francisco as well as Sharp Park and Camp Mather outside the City and County limits. Most of these properties have one or more buildings and/or recreation facilities. Each property includes a variety of facilities as well as paving, signage, irrigation, electrical, water and sewer systems. The Recreation and Park Department is the largest landholder of all the departments primarily supported by the General Fund.

A. Recreation and Park Facilities

One of the most significant achievements over the previous year for the City and the department is the passage of the $185 million Clean and Safe Neighborhood Parks General Obligation Bond (Proposition A) on February 5, 2008. As the first G.O. Bond recommended by the 10-year capital plan, it focuses capital investments on addressing seismic hazards, physical conditions of park structures, and other basic needs within the city's parks and recreation areas.

The Recreation and Park Department worked with a wide range of stakeholders to develop project selection criteria and improved accountability measures. Civic and community organizations included PROSAC, NPC, SPUR, SF Parks Trust, SF Beautiful, FUF, Chinatown CDC, FLAME, SF Organizing Project, and Nature in the City.

Information on the Bond can be found at www.sfogov.org/recpark

The Clean and Safe Neighborhood Parks General Obligation Bond also enables the City to continue the work initiated by the $110 million 2000 Neighborhood Parks Bond. These funds leveraged grants, gifts and other local investments to initiate 209 capital projects valued at over $648 million. In addition to 12 new acquisitions, these projects included 16 clubhouse renovations, six community pools, two golf courses, nine natural area restorations, 15 recreation centers, two community gardens and 45 playgrounds. To date, a total of 134 projects are complete or in close-out, while the others are in planning, design or construction.

In addition to these G.O bonds, the capital plan proposes another $175 million for the department over the second five years. These funds will come from a $25 million revenue bond and a $150 million G.O. Bond scheduled for 2013. Even with all of these bonds, over $322 million is deferred beyond FY 2018.

1. Renewal Program

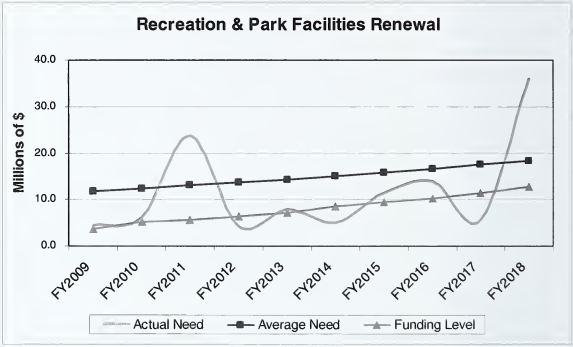
In 2006, the Recreation and Park Department (RPD) contracted with 3D/I to conduct a comprehensive assessment of its capital assets. Data from this assessment was entered into the Condition Management Estimation Technology system (COMET). In addition to being the source for the department's projected renewal needs systemwide, COMET is being used to track seismic and other physical deficiencies that establish the department's capital spending priorities.

COMET and FRRM are similar tools that play an important role in determining renewal needs. One difference between them is COMET automatically places items in the backlog once past their expected life regardless of the system's condition.

FRRM places items in the backlog only if it is reported as deficient and in need of immediate repair.

According to COMET, the maintenance of the City's recreation and park facilities in its current condition is estimated to cost $149 million over the 10-year plan cycle. This assumes the continued reuse of current facilities. In addition, these facilities suffer from a preexisting backlog of more than $37 million in deferred maintenance needs that are not funded in the next ten years. To ensure consistency between COMET and the Facilities Renewal Resource Model (FRRM) used by other City departments, the plan reports only those deficiencies categorized in COMET as critical and immediate in the backlog.

The capital plan recommends funding approximately 54 percent – $80.7 million – of the total renewal need. The gap between need and funding shrinks from $8.1 million in the first year of the plan to $5.6 million in the final year.



2. Enhancement Program (FY2009 – FY2018)

Palace of Fine Arts

The 10-year capital plan proposes $387 million in enhancements over the plan cycle. These are summarized below.

- **Neighborhood Parks.** Unanticipated cost increases and changes in project scope to a number of neighborhood facility and park improvements resulted in several being placed on hold two years ago. To move these projects forward, the City issued $38.2 million in Open Space lease revenue bonds in early 2007. These investments and some funds from the Clean and Safe Neighborhood Parks Bond will

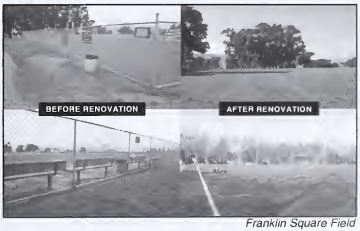
complete all Phase I neighborhood improvement projects. Phase II has been superseded by the Clean and Safe Neighborhood Parks bond, which will fund systemwide modernization and renewal projects.

- **Systemwide Modernization.** The most important source of revenue for park enhancements is the $185 million Clean and Safe Neighborhood Parks Bond (Proposition A) approved by voters on February 5, 2008. The Recreation and Park Department and the Port of San Francisco developed Proposition A in close consultation with community representatives and their department commissions. This process resulted in the following distribution of bond funds:

Clean and Safe Neighborhood Parks Bond—Prop A	**Cost** (millions)
Neighborhood Parks	$117.4
Waterfront Parks	$33.5
Park Restrooms	$11.4
Park Playfields (Athletic Fields)	$8.5
Park Forestry	$4
Park Trails	$5
Community Opportunity Grants	$5
Citizen's Oversight Audit	$.2
TOTAL	**$185**

In addition to Proposition A, the Capital Plan proposes a second $150 million General Obligation bond in 2013 to continue to address capital needs in the City's Park system. At that time the Department will reevaluate their infrastructure needs and apply assessment criteria described above to address and prioritize their remaining infrastructure needs.

- **Playfield Renovation Program.** The Recreation and Parks Department is in the second phase of a multi-phased program to renovate city soccer, baseball, and other playing fields with more durable synthetic fields.



Franklin Square Field

In FY 2007-2008, the department invested $8.5 million in this program through a revenue bond. This year, an additional $8.5 million for these improvements is committed as part of Proposition A. These funds will leverage an anticipated $25

million in matching funds from the City Fields Foundation. The program anticipates renovating approximately 10 fields as part of the overall program.

- **Marina Renovation Program.** The department is in the planning phase of a major program to renovate the San Francisco Marina Yacht Harbor. The plan proposes total investments of nearly $60 million over the course of 8 years. The project will be broken into two phases, with the West Harbor renovations in the first phase, followed by renovations in the East Harbor (aka Gas House Cove). The project will be funded through a loan secured from the State's Department of Boating and Waterways, secured by Marina generated revenues.

- **Golden Gate Park Renovation Program.** With state grant funds from Proposition 12 and Proposition 40, the department has completed many renovations and improvements throughout Golden Gate Park since 2002. These include the Koret Children's Quarter Playground, landscaping for the deYoung Museum, Music Concourse Surface Improvements, and the Bison Paddock renovation. Projects currently in design or construction include the Murphy Windmill & Millwright's Cottage, the Park Aid Station, repairs to the Spreckels Temple of Music, Music Concourse fountains and site furnishings, Parkwide Signage, Bowling Green Restroom Renovation, Children's Quarter Restroom & Event Barn, Polo Field Renovation, and the Rhododendron Dell. All projects will be complete by the end of 2010.

B. Deferred Projects

As noted above, the proposed investment of $325 million G.O. and revenue bond proceeds during the coming ten years will not address all of the park needs. Subsequent editions of the 10-year capital plan will provide updates on projects currently being deferred due to limited revenue sources. These include the following projects:

- **Golf Course Improvements.** Significant facility upgrades are needed at all the City's golf courses with the exception of Harding Park. The current golf fee structure is unable to provide enough revenue to cover these costs. Harding was updated as a result of a combination of investments from the City and the Professional Golf Association.

- **Civic Center Plaza Renovation.** Plans to improve the plaza to allow for an outdoor dining area and other improvements, estimated at $90 million, are deferred from the plan.

Recreation & Parks

Program / Project	FY2009	FY2010	FY2011	FY2012	FY2013	FY 2014-FY 2018	PLAN TOTAL	BACKLOG*
State of good repair renewal - Need	11,838	12,430	13,052	13,705	14,390	83,488	148,903	37,008
SPENDING PLAN								***DEFERRED***
State of good repair renewal	3,741	5,143	5,694	6,391	7,161	52,532	80,663	91,384
Non-critical deferred maintenance & improvements**								936,002
ADA transition plan improvements	263	276	289	1,091			1,919	
Systemwide Modernization	**32,706**	**79,070**	**38,223**			**175,000**	**325,000**	
Neighborhood park or playground	21,911	56,302	32,188				110,400	
Playfields	8,500						8,500	
Restroom Rehabilitation	522	7,557	3,322				11,400	
Trail Reconstruction	666	4,334					5,000	
Park Forestry Program	240	3,760					4,000	
Community Opportunity Grant Program		5,000					5,000	
Other	867	2,118	2,714				5,700	
SYSTEMWIDE MODERNIZATION TOTAL	**32,706**	**79,070**	**38,223**			**175,000**	**325,000**	
Yacht Harbor		21,570				38,070	59,640	
Golf Courses								70,284
Civic Center Plaza Renovation								89,793
TOTAL	**36,710**	**106,059**	**44,207**	**7,483**	**7,161**	**265,602**	**467,222**	**1,224,472**
REVENUES								
Local - General Fund	4,003	5,419	5,984	7,483	7,161	52,532	82,582	
Local - GO Bond	32,706	79,070	38,223			150,000	300,000	
Local - General Fund Debt						25,000	25,000	
Local - Capital Planning Fund								
Local - Other Sources								
Federal								
State		21,570				38,070	59,640	
TOTAL	**36,710**	**106,059**	**44,207**	**7,483**	**7,161**	**265,602**	**467,222**	

** Backlog of $37 million includes only those deferred maintenance needs categorized as critical in the Condition Management Estimation Technology system (COMET). This matches the methodology used in reporting the backlog of other General Fund departments.*

*** Total reflects all other deferred maintenance needs in COMET and has been adjusted to include costs for ADA improvements and modernization. This number is not reported in other tables and text in the Executive Summary of the plan.*

E. Streets and Rights-of-Way

E. Streets and Rights-of-Way

The City's roadway network is complex. While surface transportation occurs on the roadway's surface, below it lies gas, electric, water, sewer, telephone, traffic signal, steam and other utility lines. Much of this underground infrastructure is supported by both private and public sector enterprise. Yet the surface improvements – roadways, sidewalks, landscaping and street structures – are supported by the General Fund.

The City maintains approximately 850 miles of streets and roadways comprising 12,458 street segments or blocks. In addition to these rights-of-way there are 37 miles of roadway within the City's Park System. The streets provide mobility for motorists, cyclists and pedestrians and access to private properties. Neither public transportation nor the movement of goods and services would be possible without a system of well-maintained streets. Although durable, streets do not last forever. Roadway surfaces must be routinely maintained, renewed and resurfaced.

Just as good roadways are important to vehicular and bicycle travel, sidewalks are important to pedestrian travel. In San Francisco as with other cities in California, the responsibility for sidewalk construction and maintenance falls on the property owner. However, the City bears the responsibility for sidewalks fronting City, State and Federal properties. San Francisco also maintains more than 30,000 street trees throughout the City and is responsible for sidewalk damage these trees cause. The City is also committed to the development and sustainability of its urban forest. However, some street trees can contribute to the need for sidewalk repair because sidewalks sometimes buckle as the trees mature. In all, there is approximately 12 million square feet of damaged sidewalks, 15 percent of which is the City's responsibility to maintain.

Although San Francisco has been at the forefront in providing access to the disabled, significant work remains. The need to accommodate the disabled is essential in the public path of travel. For senior citizens, parents with strollers, people with disabilities, and others, curb ramps provide the only way to navigate public street intersections and sidewalks safely. There are 7,200 functioning intersections in San Francisco with 25,555 corners. Most of these corners have only one curb ramp or none. A recent inventory indicates we need to build ramps at 17,728 corners in every district in the City. To accommodate this requirement the Plan includes ADA improvements as an enhancement to those rights-of-way.

In addition to the streets and sidewalks, well-maintained street structures are an integral part of the street network. The City is responsible for maintaining 340 street structures, which include tunnels, retaining walls, viaducts, stairways, bridges, and overpasses. Their surfaces and structural components must be routinely maintained to keep them safe and prevent premature failure.

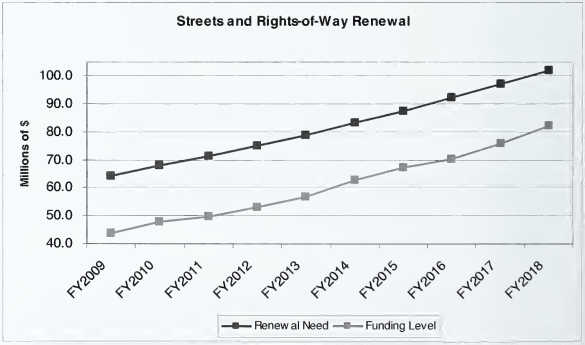
A. Streets and Rights-of-Way

The Department of Public Works' ten-year capital plan predicts annual funding need based on paving renewal cycles ranging from 14 to 22 years, depending on the type of street, and using an average paving cost of $5.55 per square foot. Based on the current use and condition of San Francisco's streets, the City should appropriate $39 million annually from federal, state and local sources for street resurfacing, increasing with inflation in future years. This funding level would maintain San Francisco's current average pavement condition index (PCI) of 64. To achieve an average PCI of 70 over the coming ten years, the City would need to annually appropriate $56.9 million for street resurfacing. While funding constraints prevent the City from providing this level of funding, DPW is working with the Capital Planning Program and other departments to identify new revenue sources.

The consequences of not maintaining streets are considerable. A regularly paved street will normally only require "mill and fill," which is the grinding and replacement of asphalt. A street that has not been paved regularly will often require a complete replacement at five times the cost of "mill and fill" paving.

1. Renewal Program

The total annual investment needs required to maintain streets and right-of-way assets in their current condition is estimated at $790 million over the next ten years, an increase of approximately 18 percent from the FY 2007-2018 Capital Plan. A better assessment of street structure needs is primarily responsible for this increase. The annual investment need does not address approximately $608 million of preexisting backlogs from deferred maintenance for all roads and Street Structures.



The Renewal Need line is based on expected annual costs escalated over a 10-year period. The difference between the annual renewal need and funding level grows from $20.5 million in 2009 to $19.9 million in 2018. Proposed General Fund investments in streets and rights-of-way renewal programs have increased 5%.

Given funding constraints, the plan allocates $531 million to these needs, requiring the deferral of $273 million in work until future plan periods.

To establish annual needs and deferred maintenance backlogs for streets and rights-of-way assets, the plan uses a variety of different modeling tools described in the following pages.

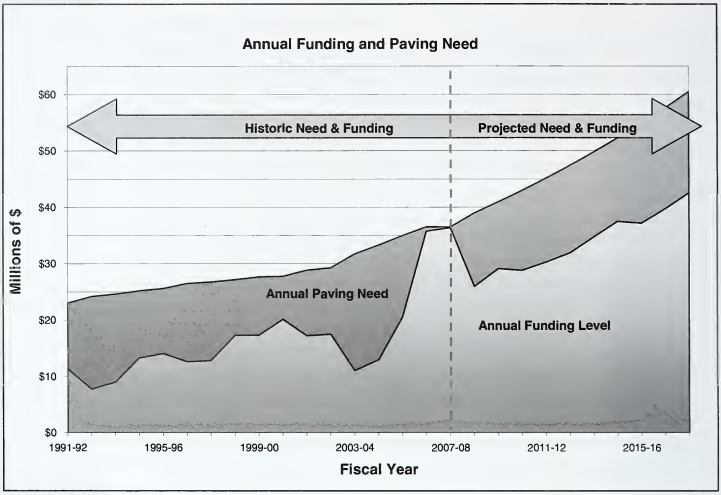
- **Street Resurfacing.** DPW has used a Pavement Management and Mapping System (PMMS) to track the condition of every block in the City since 1984. By assigning each street a rating, PMMS allows DPW to determine which streets are approaching the end of their useful lives. For streets with asphalt surfaces, PMMS identifies which streets should be resurfaced before damage reaches the concrete base and becomes much more costly to address.

  The best score for a street segment is 100 (the optimal pavement condition index or PCI score). If the PCI is between 25 and 63, the street needs to be repaved. Pavement condition includes the ride quality, cracking, and raveling ratings of the roadway. These ratings are based on the smoothness and comfort of the ride as well as visual inspection. The data is analyzed to generate a list of streets requiring maintenance. Records from PMMS show that, due to fiscal restraints, San Francisco has been spending less on street maintenance each year than is needed to keep them in good condition, causing the average PCI scores to decrease over time from 78 in 1988 to a low of 64 in 2005. Significant investments in street paving over the past two years have enabled the City streets to keep its 64 PCI score.

  If adequate funding is available, the life of paved streets can be extended through routine maintenance. If funding is not available the life cycle of a paved street is shortened, requiring replacement much earlier and at much higher costs. While new pavements generally remain in good to excellent condition for several years with little or no upkeep, the rate of deterioration increases rapidly after seven to ten years. At approximately 20 years, the wearing surface must be replaced at higher costs.

  Overall, the plan allocates $355 million for street resurfacing, meeting 72 percent of the projected $491 million need. Given this level of investment, the City's average PCI score will fall to 60 by the end of the plan.

Before and After - Grant Street between Geary and O'Farrell



DPW crews inspect sidewalks for necessary repairs

- **Sidewalks.** In 2007 DPW implemented the Sidewalk Inspection & Repair Program (SIRP), a new proactive inspection and repair program for both public and private sidewalks. There are approximately 5,300 square blocks of sidewalks citywide, of which 97 percent are the responsibility of fronting private property owners. When fully implemented, SIRP will inspect and repair approximately 200 square blocks per year. As of February 2007, DPW has completed repairs on 78 blocks, with the first 100 blocks of the program to be complete by April 2008.

  The plan shows an annual cost for replacing defective sidewalks of $7.2 million, an increase of 14 percent from last year. This is largely due to a significant increase in sidewalk repair costs associated with street trees. The plan proposes fully funding the costs of this program except in FY 2008-2009 – a result of inspections revealing less damage than initially projected. Of the $92 million in proposed investments, slightly more than half ($47 million) will be funded by private property owners.

- **Street Structures.** Repairs to street structures such as bridges, tunnels, viaducts, retaining walls, guardrails, and stairways includes repairing concrete, wood and metal components; rebuilding damaged construction

joints; and fixing settled stairway landings that pose a tripping hazard for pedestrians. This year's capital plan takes advantage of data collection and analysis by DPW Bureau of Engineering street structure inspection program. Approximately 33 percent of the City street structures are inspected annually; assigned a rating of good, fair or poor; and given an estimated repair cost. The information from these inspections establishes a rating for structures of comparable age, composition, use, and location that are not inspected.

Vallejo Street stairway

Structures with ratings of good and fair are included in the renewal projections while those with poor are placed in the backlog. Until more testing and analysis reveals the true life cycles of various street structures is complete, the Plan assumes a 50-year life cycle for structures rated good and a 35-year life cycle for those rated fair. This results in an annual investment need of $8.7 million. Given funding constraints, the plan proposes a total investment of $56 million over the ten-year plan cycle, a 47 percent increase over last year's plan.

Annual needs for street structures are 74 percent higher than what was shown in last year's plan.

- **Street Trees.** DPW is responsible for maintaining more than 30,000 trees throughout the City. In addition to the associated sidewalk repair costs, proper maintenance of street trees is critical. The Capital Plan proposes a total investment of approximately $24 million or 60 percent of the tree maintenance need during the next ten years.

- **Irrigation Repairs.** At 67 landscaped medians across the city, irrigation systems must be routinely maintained to preserve the useful life of the systems and keep the landscaping in good condition. These systems prevent the need for manual watering that comes at a much higher cost to the City's operating budget. The Plan allocates $3.3 million for this need.

2. Enhancement Program (FY2009 – FY2018)

The majority of identified needs for the Streets and Rights-of-Way category are renewals – those required to maintain existing assets in a state of good repair – as opposed to enhancements. The one exception is the proposed seismic enhancement and replacement of Doyle Drive.

- **Doyle Drive Replacement Project.** Constructed almost 60 years ago to provide direct access to the Golden Gate Bridge, Doyle Drive has deteriorated structurally and cannot accommodate existing traffic volumes.

Schematic of the Doyle Drive Replacement Project

Additional problems with Doyle Drive include lanes that are too narrow, lack of a barrier separating opposing traffic flows, and lack of shoulders for use by disabled vehicles, maintenance crews, and emergency and enforcement vehicles. As of 1992, Doyle Drive was experiencing almost three times the normal number of accidents for a roadway of its type. In addition, the effects of heavy traffic and exposure to salt air have significantly deteriorated the structures that support it.

The Federal Highway Administration (FHWA), the California Department of Transportation (Caltrans), and the Transportation Authority have begun preliminary engineering and preparation of a joint environmental impact statement and report (EIS/EIR) pursuant to the National Environmental Policy Act and the California Environmental Quality Act. The project cost for Doyle Drive is estimated to be $765 million over the ten-year plan cycle and $810 million of the entire life of the project.

- **Right-of-Way Disability Access Improvements.** The City must provide curb ramps, sidewalks, street crossings, and roadways that allow individuals to travel in the City. The plan proposes $79 million to meet this need for individuals with disabilities. Last year, the City completed 788 curb ramp improvements.

B. Deferred Projects

While the ten-year capital plan proposes cash investments to meet an increasing percentage of annual renewal investment needs during the plan period, it does not provide funds to reduce preexisting backlogs of deferred maintenance. These backlogs are described below. The plan also proposes the deferral of two enhancement projects, including Great Streets and Utility Undergrounding.

Even with significant annual investments in streets and rights-of-way, the plan will not reduce existing deferred maintenance backlogs.

- **Street Resurfacing.** DPW considers a street eligible for repaving once its PMMS pavement condition index falls below 64. PMMS has identified approximately 6,262 street segments that are in need of renovation. This number represents the deferred maintenance backlog, which is the cost to bring those streets to a PMMS score of 100, currently estimated at $427 million. The Plan proposes to defer the backlog until new revenues or other solutions are developed to resolve this deferred maintenance problem.

- **Street Structures.** The majority of stairways, retaining walls, tunnels, bridges, overpasses, and other structures located in the public right-of way were built many years ago. Most are nonconforming with respect to current codes. Bringing these stairways into compliance with building, accessibility, and other regulations will be necessary. In this year's plan, the backlog of deferred maintenance includes all structures that have been determined to be in need of replacement (i.e. those with a "Poor" rating), totaling $142 million.

- **Recreation & Park Roads.** The 37 linear lane miles of streets maintained by the Recreation and Parks Department are again included in the ten-year plan. The costs for grinding and replacing asphalt as well as basic maintenance (filling potholes, patching, etc.), estimated to cost $44 million by the end of the planning cycle, are deferred. This is an increase of almost 12 percent from last year's estimate of $39 million and is largely due to a rise in the price of asphalt.

- **Irrigation Upgrades.** Proposed upgrades to irrigation systems at several landscaped medians throughout the City are deferred at an estimated cost of $25 million. The plan proposes investments in these irrigation systems in the form of maintenance; however, these upgrades must be deferred until revenue sources are identified in future plan periods.

- **Great Streets.** The Great Streets Program was created in September 2005 to design and implement one-time capital investments on a series of streets across the City. This project, estimated at $189 million, is shown as deferred from the plan until funding sources are identified.

- **Utility Undergrounding.** According to the Utility Undergrounding Task Force Report, the citywide cost of undergrounding and associated street lighting is estimated at $2.7 billion to be completed over 50 years beginning in FY 2009, resulting in an annual cost of $53.6 million. The Task Force recommends funding these costs with a future surcharge on utility bills. This project will be updated in subsequent plans as more information becomes available.

Streets and Rights-of-Way

Program / Project	FY2009	FY2010	FY2011	FY2012	FY2013	FY 2014-FY 2018	PLAN TOTAL	Deferred
COSTS								
Current backlog								
Roads								426,906
Recreation & Park Roads								43,529
Street Structures								142,406
Street Resurfacing	28,711	28,756	29,193	30,947	32,921	204,980	355,507	176,677
Street Structures	2,779	3,224	3,732	4,266	4,855	37,227	56,083	70,923
Sidewalk Repair	4,719	7,921	8,317	8,733	9,169	53,200	92,059	
Street Trees Maintenance	1,179	1,311	1,501	1,728	1,986	16,522	24,227	20,858
Irrigation Repairs	166	189	218	249	284	2,177	3,283	4,158
Curb Ramp Improvements	6,273	6,587	6,916	7,262	7,625	44,238	78,899	
Doyle Drive Replacement Project	10,351	9,450	745,932				765,733	
Great Streets Program								188,668
Irrigation Upgrades								25,109
Utility Undergrounding								536,000
TOTAL	**54,177**	**57,437**	**795,809**	**53,184**	**56,840**	**358,344**	**1,375,791**	**1,639,290**
REVENUES								
Local - General Fund	15,038	20,024	22,993	25,899	29,138	222,924	336,016	
Local - GO Bond								
Local - General Fund Debt								
Local - Capital Planning Fund								
Local - Proposition K	4,617	4,774	4,874	5,047	5,223	28,864	53,399	
Local - Other Sources	2,818	3,698	4,253	4,466	4,689	27,204	47,127	
Federal		2,000	2,000	2,000	2,000	10,000	18,000	
State	21,353	17,491	15,757	15,773	15,790	69,351	155,516	
Doyle Drive Revenues	10,351	9,450	745,932				765,733	
Local	181		321,377				321,558	
Federal	475	7,450	36,250				44,175	
State	9,695	2,000	388,305				400,000	
TOTAL	**54,177**	**57,437**	**795,809**	**53,184**	**56,840**	**358,344**	**1,375,791**	

F. Arts and Convention Facilities

F. Arts and Convention Facilities

The City operates three convention facilities, four major civic center arts facilities and auditoriums, four neighborhood arts cultural facilities, and a vacant arts gallery.

Map ID	Facility
1	Palace of Legion of Honor
2	Academy of Sciences Museum
3	M.H. De Young Memorial Museum
4	Moscone Centers (North, South, and West)
5	Asian Arts Museum
6	Brooks Hall
7	Bill Graham Civic Auditorium
8	Davies Symphony Hall/ Zellerbach Hall
9	War Memorial Veteran's Bldg
10	War Memorial Opera House
11	Arts Commission Gallery
12	Western Addition Cultural Center
13	South of Market Cultural Center
14	Mission Cultural Center
15	Bayview Opera House

A. Arts and Convention Facilities Highlights

War Memorial Opera House

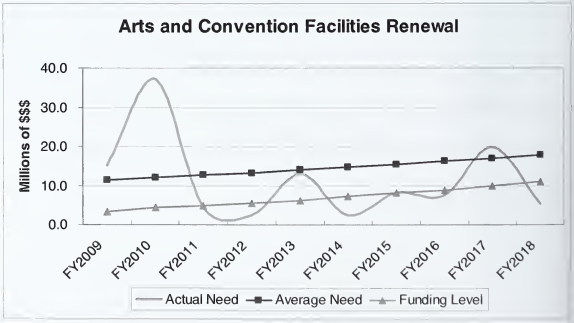
The City has achieved several important improvements to its arts and convention facilities during the past fifteen years. Construction on the new $484 million California Academy of Sciences is complete and the facility will open its doors to the public in October 2008. Completed in 2003, Moscone West convention facility provides needed exhibition space. In the early 1990s, the City completed the seismic retrofit and renovation of the War Memorial Opera House and Bill Graham Civic Auditorium using voter-approved earthquake safety bond funds.

Several remaining facilities, however, suffer from seismic, disability access, and other deficiencies. The ten-year capital plan proposes the allocation of approximately $186 million in both maintenance and improvements to these facilities. Investments to meet seismic and modernization needs of a single facility – the Veterans Building – account for $114 million, more nearly two-thirds of the total investment in this category.

1. Renewal Program

Using the City's Facility Resource Renewal Model (FRRM), the estimated cost of keeping the City's arts and convention facilities in their present day condition is $144 million, assuming continued reuse of all current facilities. This is a slight decrease from last year's plan due to fluctuations in renewal needs of various building systems. The Plan allocates just over $69 million, or 48 percent of the need, for arts and convention facilities.

The Renewal Curve line on the graph to the right reflects annual variations in facility needs. The Renewal Need is the 10-year average of the Renewal Curve. The gap between annual renewal need and funding shrinks from $8.3 million in 2009 to $6.9 million in 2018.



Given constraints, no funds are proposed to reduce the $5.3 million backlog in deferred maintenance. Scheduled for a major renovation beginning in FY 2012, the Veterans Building is not included in this total.

2. Enhancement Program (FY2009 – FY2013)

During its first five years, the Plan proposes investments of $156 million in the City's arts and convention facilities, with only one major enhancement proposed.

- **Seismic Bracing of the Veterans Building.** The Veterans Building houses the Herbst Theater and contains meeting space for local veterans and temporary City office space. The facility suffers from a number of seismic deficiencies, the most serious of which is the strength of the facility's theater. The cost of the project is estimated at $114 million given a proposed construction period beginning in FY2012. The Plan proposes two annual investments starting in FY 2010 of almost $5 million to begin the planning and design process. The issuance of $88 million in hotel tax (General Fund) debt beginning in FY2012 will fund most of the construction costs. The sale of transferable development rights (TDRs) from the facility are projected to yield approximately $30 million, which have been proposed as a funding source for the initial investment outlined above and for a portion of construction costs.

Veterans Building

Transferable Development Rights (TDRs) allow the unused development rights associated with an historical property, such as the Veterans Building, to be sold to private developers of a separate property.

Recent amendments to Planning Code Section 128 authorize TDRs for buildings in a district zoned "Public" and adjacent to a C-3 District.

Proceeds from the sale of any such TDR must be used to rehabilitate or restore the building from which the TDR originated.

3. Enhancement Program (FY2014 – FY2018)

No enhancements are proposed during the second half of the ten-year capital plan period for these facilities.

B. Emerging Needs to Be Updated in Future Plans

The capital investments for the following emerging needs are not funded in this year's plan. They will be reviewed in the subsequent ten-year capital plans as additional planning is completed and uncertainty around project-specific issues is resolved.

- **Renovations of the City's Cultural Centers.** Investments required to address serious building deficiencies, seismic stability, and ADA access needs in three of the City's cultural facilities are deferred from the plan. The severity of these facility needs, the cost of renovating the existing sites, and the possibility of relocating to other sites requires additional review and analysis. The Department of Real Estate has been

Plans to meet these emerging capital needs will be updated in future plans. These will report on the cost of replacing versus renovating these facilities, the possible relocation of programs to other sites, and other funding options available to provide for these needs.

working with the Art Commission and the City Architect to put together a list of development and funding options. Future plans will report on this review.

Although these needs are deferred from the plan, $400,000 was appropriated in FY 2007-2008 as part of a two-year commitment for repairs to the Bayview Opera House. In addition, the ADA Transition Plan includes investments for accessibility improvements at the Bayview Opera House and the African American Cultural Center.

- **Renovation of the Arts Commission Gallery Building.** Located at 155 Grove, this seismically unsafe facility has been inactive since 1989. Future plans will include a total project cost estimate.

Arts and Convention Facilities

Program / Project	FY2009	FY2010	FY2011	FY2012	FY2013	FY 2014-FY 2018	PLAN TOTAL	BACKLOG
State of good repair renewal - Need	11,484	12,058	12,661	13,294	13,959	80,988	144,445	9,084
SPENDING PLAN								***DEFERRED***
State of good repair renewal	3,210	4,413	4,886	5,484	6,145	45,077	69,216	100,008
ADA transition plan improvements	827	856	1,061				2,745	
Veterans Building Seismic Renovation		4,963	4,963	43,857	50,123	10,442	114,348	
Cultural Center Upgrades								87,071
Arts Commission Gallery Seismic Upgrade								5,851
TOTAL	**4,037**	**10,232**	**10,911**	**49,341**	**56,268**	**55,519**	**186,308**	**202,013**
REVENUES								
Local - General Fund	4,037	5,269	5,948	5,484	6,145	45,077	71,960	
Local - GO Bond								
Local - General Fund Debt				35,032	46,373	6,692	88,097	
Local - Capital Planning Fund								
Local - Other Sources		4,963	4,963	8,825	3,750	3,750	26,251	
Federal								
State								
TOTAL	**4,037**	**10,232**	**10,911**	**49,341**	**56,268**	**55,519**	**186,308**	

G. Office and Other Support Facilities

G. Office and Other Support Facilities

The City owns more than a million square feet of office facilities, primarily in the Civic Center, and operates several industrial/corporate yards to support the operations of multiple departments, that are not discussed elsewhere in this capital plan.

Map ID	Facility
1/2	Moscone Convention & Visitors Bureaus/Hallidie Plaza
3	Power House
4	Superior Courts Building
5	City Hall
6	240 Van Ness (inactive)
7	25 Van Ness
8	30 Van Ness
9	1650 Mission Street
9	1660 Mission Street
10	1680 Mission Street
11	Animal Control Facility
12	DTIS Central Radio Station – Twin Peaks
13	DPW Corporation Yard
14	Produce Market- Central
15	Central Shops (Jerrold Avenue & Toland Street)
16	DTIS Admin & Shops

A. Office and Other Support Facilities Highlights

The purchase of 1 South Van Ness and 1650 Mission Street is expected to save the City over $416 million in estimated rent over the 33-year term of the COP.

The City has acquired several new facilities during the past several years as part of an effort to relocate city offices from leased space into city-owned space, including buildings located at 1 South Van Ness and 1650 Mission Street in 2007. These acquisitions enable departments to move from leased to city-owned facilities, which offers protection from the market fluctuations in rental rates, provides greater flexibility with respect to modifying space, and is considerably less costly. The new buildings were purchased with Certificates of Participation (COP) that are recovered from annual rent payments made by departments occupying the space.

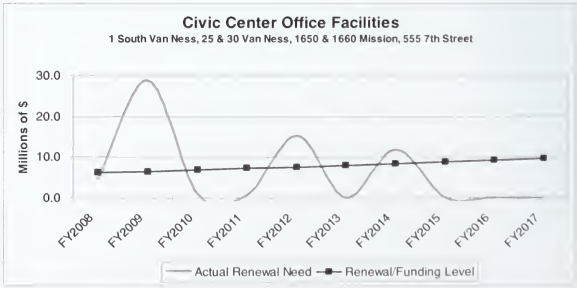
One of these recently purchased buildings – 1 South Van Ness – is scheduled to house the City's primary data center, which is currently located in a leased facility. Pending final negotiations with California Pacific Medical Center to vacate the leased facility at One Market Plaza, the data center will move to the 8th floor of 1 South Van Ness. This project includes tenant improvements, building improvements to accommodate the data center, and the purchase and installation of IT equipment.

1. Renewal Program

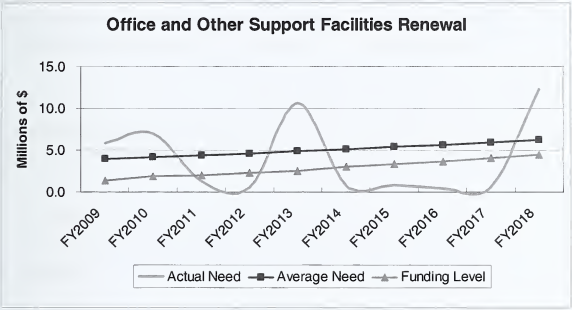
This year's plan assumes the same approach to funding renewal costs for Office and Support facilities. The renewal costs for six Civic Center office buildings operated by the City Administrator's Office will be covered through rent payments from occupying departments. Tying renewal costs to rent provides a more secure source of revenue for building maintenance and better reflects the true cost of occupying the space. The buildings included in this arrangement are 25 Van Ness, 30 Van Ness, 1650 Mission, 1660 Mission, 555 7th Street, and 1 South Van Ness.

Using the facility renewal model discussed earlier in the Plan, the renewal cost for these six buildings is approximately $78 million over the next ten years, an increase of more than 13 percent over last year's capital plan. Although these costs are fully funded through rent payments, a backlog of deferred maintenance projects of more than $1.0 million remains.

All six buildings where renewal costs are covered by rent are in the process of, or have already undergone, significant improvements. As a result, this is a good time to explore new ways to fund these costs.



For the remaining City Office and Other Support facilities, the renewal costs are estimated to be $50 million over the ten-year plan cycle. Given funding constraints, the plan provides approximately $30 million to meet these needs. No funds are proposed to reduce the $20 million backlog in deferred maintenance. The top line in the table at the end of this chapter shows the renewal need for these facilities.



The Renewal Curve line on the graph at left reflects annual variations in facility needs. The Renewal Need is the 10-year average of the Renewal Curve. The gap between annual renewal need and funding shrinks from $2.7 million in 2009 to $1.7 million in 2018. Including the Civic Center Office Facilities, the Plan proposes funding $107 million of the $128 million total renewal need (83%) over the ten-year horizon.

Alemany Market, one of several facilities the General Services Agency is responsible for maintaining, is in need of roof repairs.

2. Enhancement Program (FY2009 – FY2013)

The only significant enhancement over the first five years of the Plan is the relocation of the data center.

- **Data Center Relocation.** The current data center located at One Market Plaza and is in need of significant repairs and upgrades. This space has been the City's central data center for nearly a decade and its lease ends in the next fiscal year. Instead of entering into a new lease, the data center will be relocated to the 8th floor at 1 South Van Ness, a site that is City-owned. Early estimates show that is

will cost about $10 million for basic infrastructure and tenant improvements. The cost estimates for this project will likely change after the Department of Telecommunications and Information Systems (DTIS) determines the power needs and appropriate size of the new center. In addition to $700,000 provided for this project in last year's budget, the plan recommends an additional $5 million in new revenues. These costs do not include information systems purchases (hardware, server racks, software, etc.) that would be funded through the City's Committee on Information Technology budget allocation process.

3. **Enhancement Program (FY2014 – FY2018)**

The following capital project priorities are recommended to begin during the second half of the ten-year capital plan cycle. All of these investments address moderate seismic and facility modernization needs.

Moderate seismic improvement needs at the City's corporate yards are funded with a Facility Earthquake Safety G.O. bond proposed for the November 2015 ballot.

- **Renovation and Seismic Bracing of Central Shops ($10 million)**
- **Renovation of DPW Corporate Yard ($52 million)**
- **Renovations of the Telecom and Information Services industrial yard ($25 million)**

B. Deferred Projects

In addition to the $21 million backlog identified in the renewal backlog section above, the proposed ten-year capital plan defers another $38.4 million in enhancements. These include the following:

- **240 Van Ness Seismic Upgrade.** This seismically unsafe, unreinforced masonry building has been inactive since 1989. Due to more pressing capital needs at currently active facilities, the plan does not propose investing the $23 million needed to reopen this facility.

- **Asphalt Plant Upgrade.** The estimated cost to upgrade the plant to allow for greater use of recycled content is more than $5 million. The plan defers this investment need, pending policy options currently under consideration by the Mayor's Office and Board of Supervisors.

C. Emerging Needs to Be Updated in Future Plans

The need or amount of capital investment required to meet the following emerging needs are not funded in this year's plan but will be reviewed in the subsequent year's capital plan as additional planning and uncertainty around project-specific issues are resolved.

- **Information Technology System Modernizations.** The need for improvements to the Telecommunications and Information System will be refined in future plans. Identified needs include the replacement of the 800 MHz radio system and rented T-1 lines with City-owned fiber, an expansion of the Twin Peaks radio tower site, replacement of microwave links, and upgrades to the voice network. Current cost estimates for these project total $86.3 million. More information will be provided in future capital plans once the Telecommunications Plan is complete.

Office and Other Support Facilities

Program / Project	FY2009	FY2010	FY2011	FY2012	FY2013	FY 2014-FY 2018	PLAN TOTAL	BACKLOG
State of good repair renewal - Need	10,210	10,721	11,257	11,820	12,411	72,005	128,423	17,606
SPENDING PLAN								***DEFERRED***
State of good repair renewal	1,327	1,825	2,021	2,268	2,541	18,644	28,626	29,207
State of good repair and renewal - Civic Center Office Facilities*	6,207	6,517	6,843	7,185	7,544	43,772	78,068	
Current backlog								1,024
ADA transition plan improvements	628	384	128				1,139	
240 Van Ness Seismic Improvement								22,628
Industrial and Corporate Yard Modernization						87,414	87,414	
Asphalt Plant								5,227
1680 Mission Emergency Generator								3,321
CCSF Data Center Renovation or Relocation	2,500	2,500					5,000	
TOTAL	**10,662**	**11,226**	**8,991**	**9,453**	**10,086**	**149,830**	**200,248**	**79,013**
REVENUES								
Local - General Fund	4,455	4,709	2,148	2,268	2,541	18,644	34,765	
Local - GO Bond						87,414	87,414	
Local - General Fund Debt								
Local - Capital Planning Fund								
Local - Other Sources								
Local - Rent	6,207	6,517	6,843	7,185	7,544	43,772	78,068	
Federal								
State								
TOTAL	**10,662**	**11,226**	**8,991**	**9,453**	**10,086**	**149,829**	**200,248**	

** Civic Center office facilities include 1 South Van Ness, 25 Van Ness, 30 Van Ness, 1650 Mission, 1660 Mission and 555 7th Street.*

H. San Francisco Public Library Facilities

H. Public Library Facilities

The San Francisco Public Library (SFPL) provides access to information, independent learning services, and the city's extensive collection of books and materials. The Library also provides children's reading programs, adult literacy programs, bookmobiles, and the Youth Guidance Center Collaborative. SFPL currently operates the Main Library, a library operations support services center, and 27 branch libraries, including a new branch in Mission Bay which opened in July, 2006.

Map ID	Facility
	Main Library
	Support Services Center
	Anza Branch Library
	Bayview Branch Library
	Bernal Heights Branch Library
	Chinatown Branch Library
	Eureka Valley Branch Library
	Excelsior Branch Library
	Golden Gate Valley Branch Library
	Marina Branch Library
	Merced Branch Library
	Mission Branch Library
	Noe Valley Branch Library
	North Beach Branch Library
	Ocean View Branch Library
	Ortega Branch Library
	Park Branch Library
	Parkside Branch Library
	Potrero Branch Library
	Presidio Branch Library
	Richmond Branch Library
	Sunset Branch Library
	West Portal Branch Library
	Western Addition Branch Library
	Glen Park Branch Library
	Ingleside Branch Library
	Mission Bay Branch Library
	Portola Branch Library
	Visitacion Valley Branch Library

A. Public Library Facilities

Once the Branch Library Improvement Program is complete, all the library facilities will be will be seismically safe, ADA accessible and modernized for 21st century information technology.

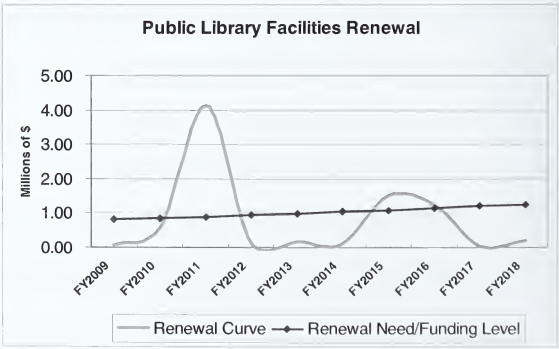
Main reading room at Excelsior Branch Library

Following voter approval of a $106 million bond in 2000, the City leveraged approved bond funds with State grants, gifts and local funds to finance the $143.5 million Branch Library Improvement Program (BLIP). The BLIP will replace rental facilities and provide structural upgrades, enhance access, make program improvements and address some deferred maintenance to 24 Branch libraries and the Support Services center.

As a result of the BLIP program, the new Support Services center was opened, the first new branch library in 40 years opened in Mission Bay, branch library renovations were completed at Excelsior, West Portal, Sunset, and Marina, the new Glen Park branch opened replacing a leased facility, and renovations will soon be completed at the Western Addition and Noe Valley branch libraries. The remaining branches are in design or construction. The Mission and Chinatown Branch Libraries were improved through a previous bond measure, the Earthquake Safety Bond Program, and the Ocean View Branch Library was completed in 2000.

Approved by the voters in November 2007, Proposition D renewed the Library Preservation Fund, a baseline established to fund the department's needs, for a 15-year term beginning in FY 2008-2009. The measure also authorized the Library to issue debt for the construction or improvement of public library facilities.

The Renewal Curve line on the graph at right reflects annual variations in facility needs. The Renewal Need / Funding Level line is the 10-year average of the Renewal Curve.



1. Renewal Program

Using the City's Facility Resource Renewal Model (FRRM), the estimated cost of keeping the Library facilities in their present day condition is $10 million over the course of the plan. While the plan fully funds the Library's annual renewal needs, as shown by the chart above, it does not address their $14 million renewal backlog. The BLIP will address a large part, but not all, of this deferred maintenance backlog.

2. Enhancement Program (FY2009 – FY2013)

The final sale of $31 million from the voter-approved bond measure will be complete in March 2008. The bond dollars, bond interest, and rental income are unable to cover all of the improvements described in the original program. The project budget is estimated at $185 million, with approximately $143.5 million in revenues identified. This shortfall, which assumes five percent annual inflation on construction costs, leaves a funding gap of approximately $42 million. There is a risk, however, that higher construction cost inflation will further increase the shortfall amount. Should inflation total eight percent annually over the remainder of the program, the funding gap would grow to approximately $50 million.

West Portal Branch Library

A financial plan to solve this gap has been developed in close consultation with the Mayor's Office, the Board of Supervisors, the Library, and the Capital Planning Committee. The plan relies on a combination of revenue bonds, fees, and other sources to address the $42-$50 million program shortfall. Proposition D, approved by the voters in November 2007, authorized the Library to issue revenue bonds and renewed the Library Preservation Fund. The plan proposes to use the revenue bond authority from Proposition D to close a significant portion of the BLIP funding gap.

The shortfall on the BLIP is a result of several factors including unexpected delays in receiving grant funds, extremely high construction cost escalations in the past four years, and programmatic changes necessary to create modern facilities.

The five remaining BLIP projects, which include Bay View, Golden Gate Valley, Merced, North Beach and Ortega, will begin the design phase in early 2008. After this is complete the Library will have the necessary data and cost estimates to determine the budgets for the remaining portion of the BLIP.

The shortfall is predominantly a result of higher than expected construction costs in 2004 through 2006 and delays due to the State Grant process, extensive community involvement and scope changes. An audit conducted by the Controller recommended the following improvements to manage the remainder of the program to avoid further budget increases: replace the current MOU between

Mission Bay Branch Library

the Library and DPW; document and review changes of all service agreements; revise program reports to increase understandability and informational content; increase the Library administration's oversight of budgets; and develop and require cost estimates to follow standard cost escalation practices.

3. Enhancement Program (FY2014 – FY2018)

There are no major enhancements planned for Library facilities in the remainder of the ten-year plan.

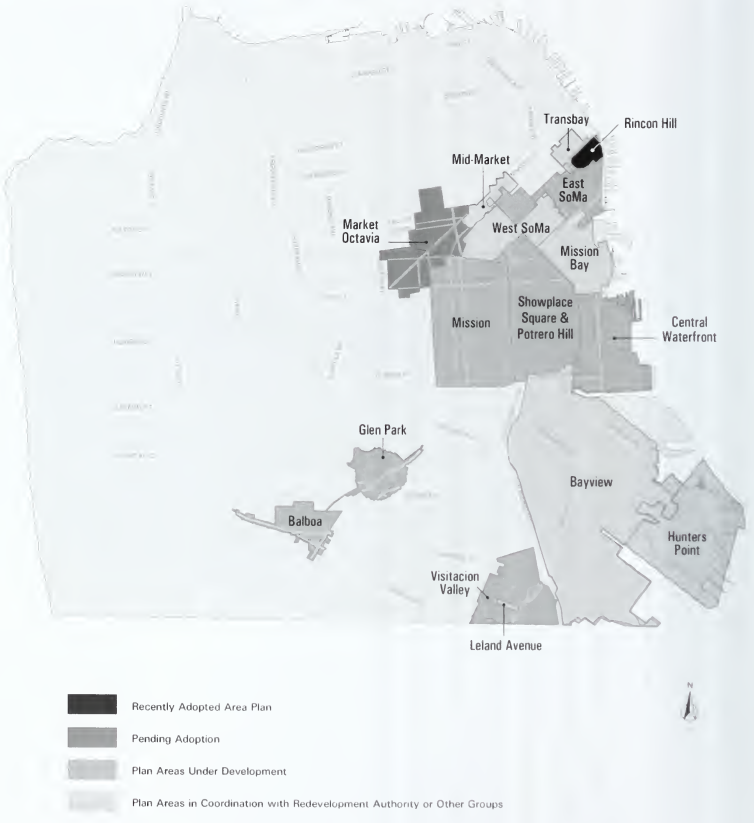
B. Emerging Needs to Be Updated in Future Plans

The plan does not report any remaining shortfall or deferred capital projects. However, the Library is pursuing two emerging needs at this time, not included in the plan: funding a higher level of sustainable building practices in the design and construction of the BLIP facilities, including possible LEED certification or equivalency standards; funding a set aside for the City's Surety Bond Program that enables small contractors to bond construction thereby increasing bidder participation.

Public Library Facilities

Program / Project	FY2009	FY2010	FY2011	FY2012	FY2013	FY 2014-FY 2018	PLAN TOTAL	BACKLOG
State of good repair renewal - Need	810	850	893	938	984	5,712	10,187	14,013
SPENDING PLAN								***DEFERRED***
State of good repair renewal	810	850	893	938	984	5,712	10,187	
ADA transition plan improvements								
Branch Library Improvement Program (BLIP)	43,000	2,000	1,169				46,169	
TOTAL	**43,810**	**2,850**	**2,062**	**938**	**984**	**5,712**	**56,356**	**14,013**
REVENUES								
Local - General Fund								
Local - Previously Approved GO Bonds								
Local - General Fund Debt								
Local - Capital Planning Fund								
Local - Other Sources	43,810	2,850	2,062	938	984	5,712	56,356	
Federal								
State								
TOTAL	**43,810**	**2,850**	**2,062**	**938**	**984**	**5,712**	**56,356**	

Planning Department – Emerging Needs



A. Planning Department & Emerging Needs

The Planning Department is engaged in several community-based planning initiatives to encourage housing, enhance downtown and other neighborhoods, support infill around transit, and update zoning to accommodate growth while maintaining livability and neighborhood character. These seven "Area Plans" are expected to lead to detailed rezoning and urban design proposals that will shape these neighborhoods over the next 20 years. These include:

- Rincon Hill
- Market & Octavia
- Balboa Park
- The Eastern Neighborhoods: Mission, South of Market, Showplace Square/Potrero, and Central Waterfront
- Bayview/Hunters Point
- Transbay, and
- Other targeted initiatives, such as Visitacion Valley, Better Streets, and Japantown.

Area Plans are subsections of the City's General Plan (nearly one-third of the City's total land area) that address the specific urban design, open space, transportation, housing, and community facility goals of a particular neighborhood.

The City adopted the Rincon Hill area plan in 2005. The Planning Commission adopted the Market & Octavia Better Neighborhoods plan in April 2007 and the Board of Supervisors is currently deliberating its final adoption. Planning processes are well underway in the five other plans above, with programs for community improvements under development and expected to be completed in the near term.

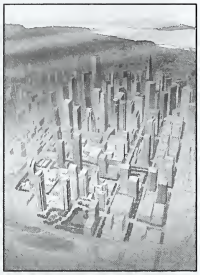
Successful plan implementation will not only require near term investments in the areas' streets, sidewalks and parks, but also longer term improvements to the City's infrastructure, including transit and community facilities.

Each Area Plan includes a list of planned community improvements identified throughout the planning process to enhance the neighborhood and allow for increased densities. These improvements are presented in the schedule at the end of this chapter and are organized by the City agency that will ultimately be responsible for their implementation and/or maintenance.

In October of 2006, the Board of Supervisors passed legislation to formalize interagency coordination for these community improvements through the establishment of the Interagency Plan Implementation Committee (IPIC). This Committee develops criteria and recommendations with respect to project implementation and funding, identifies areas for departmental and program collaboration, coordinates with each of the Area plans' Citizen Advisory Committees, and produces annual reports for the Board of Supervisors and Capital Planning Committee. Members of IPIC include the City Administrator's Office, Municipal Transportation Agency (MTA), Department of Public Works (DPW), Recreation and Parks Department (RPD), San Francisco County Transportation Authority (SFCTA), and Planning Department, among other City agencies. Representatives began meeting for the first time in October 2007 to prioritize and develop funding strategies for the Market & Octavia Plan.

In some cases private developers may choose to complete capital projects in lieu of paying impact fees, relieving City agencies from the delivery and in some cases

maintenance of new infrastructure. Community improvement plans also identify community based funding and implementation strategies which are reviewed by IPIC.



Rincon Hill Schematic

Rincon Hill

The only fully adopted Area Plan, the Rincon Hill Plan provides the blueprint for a new high-density neighborhood just south of the Financial District. With over 3,600 new residential units planned in Rincon, and another 3,200 new units planned in the adjacent Transbay Redevelopment Area, this downtown neighborhood plan creates housing for over 15,000 new residents.

The Rincon Hill Plan contains a comprehensive program of public improvements to support new residents, including extensive streetscape improvements and pedestrian safety projects along Folsom Boulevard, Main, Beale, and Spear Streets; new open space including a large proposed park on Harrison Street and a smaller "pocket park" on Guy Street; a community center at the Sailor's Union of the Pacific building; and enhancements to library resources. DPW, RPD, and the Library will share responsibility for these Rincon Hill improvements. Funding for these improvements will be partially provided through development impact fees in the form of direct cash payment, in-kind contributions, or participation in a Mello-Roos assessment district. However, impact fees are anticipated to cover only $24 million of the approximately $36 million required for the full benefit package, and other sources of funding will be required.

All Planning Department figures in this chapter are shown in current year dollars.

Market & Octavia

The Market & Octavia Plan envisions 6,000 new residential units housing 10,000 additional people in the Market and Octavia neighborhood. To accommodate this projected growth, the plan calls for enhancements to parks and open space, streetscape and pedestrian rights of way, and community facilities. These enhancements include the upcoming Van Ness Bus Rapid Transit Project, new open space in McCoppin Square north of Valencia Street and Brady Park on Brady Street, new childcare facilities, enhancements to library facilities and "living streets and alleys", street tree plantings, and corner bulb-outs at key pedestrian intersections. DPW, RPD, DCYF, the MTA, and the Library will share responsibility for these improvements.

The Planning Department estimates capital improvement costs will total $152 million dollars during the ten years of this Capital Plan (Phase I). The Department is currently evaluating potential revenue sources to meet these capital needs. Known revenue streams include an impact fee on new residential and commercial development, a density bonus program, central freeway ancillary project funds, and the Transportation Authority's funding strategy for the Van Ness Bus Rapid Transit project. These sources are anticipated to generate $111 million over the next ten years, leaving a projected deficit of $41 million. Potential revenue sources such as assessment districts, additional fees, and

competitive grants may help close this gap. Outstanding funding issues include consideration of new operating costs and strategies to address cash flow inconsistencies associated with impact fee revenue.

Balboa Park

The Balboa Park Station Area Plan lays out a two-part vision for the Balboa Park Station Area. The first component of the vision aims to bring more housing opportunities close to transit along the main streets of Geneva, Ocean, Phelan, and San Jose Avenues, and in the area surrounding the station. These housing opportunities aim to provide approximately 1,800 housing units over the next 20 years. The second component of the vision includes dramatically re-engineering the area's public facilities – its streets, transit systems and open spaces. The Balboa Park Plan includes a comprehensive program of public improvements to support new residents, including extensive street and streetscape improvements, transit improvements, and new and/or improved parks, plazas and open spaces. The Planning Department estimates capital improvement costs will total approximately $122 million dollars. With $46 million dollars of public grants and programming already dedicated to funding these improvements, the Department is currently evaluating potential revenue sources to fund the remaining $76 million dollar capital need.

Other Plans Under Development

The Planning Department also has several other planning efforts underway that will result in proposed public improvements, including streetscape improvements, open space acquisitions and improvements, and transportation and circulation changes. Many of these planning efforts are currently developing a community improvements program with related cost and revenue projections (see the table below for a summary of major efforts).

Plan Area	Potential Projects – *20 Year Plan Period*
East SoMa/ Mission/ ShowPlace	A community needs assessment is underway to identify the necessary transportation, open space, community facility, and affordable housing infrastructure to support existing residents and new development.
Central Waterfront 1,000 new housing units	Transportation: • Bicycle boulevard enhancements on Indiana Street • Illinois Street improvements, including sidewalks and bicycle lanes • Placement of wayfinding/Bay Trail signage • Parking meters north of 23rd Street • Caltrain station improvements • 18th and 20th Street bridge improvements • Infill trees and pedestrian lighting on Third St Open Space • Enhancement of Islais Creek shore access west of Illinois St. • Improve I.M. Scott School parcel as public open space • Improve and expand Warm Water Cove • Acquisition of Irish Hill for public open space Urban Design • Pier 70 circulation/pedestrian and open space enhancements • Bulbouts and related pedestrian amenities on east-west streets • Sidewalk improvements on east-west streets in industrial areas • Placement of historic markers and "places of interest" signs

Plan Area	Potential Projects – *20-Year Plan Period*
Visitacion Valley	Schlage Lock site, street grid, an open space network and other public improvements. Most of these improvements will be funded by private development and redevelopment area funding mechanisms.
Glen Park 100 new housing units	Transportation • Transportation, movement and signalization improvements to Diamond/Bosworth Street intersection • Roundabouts at the Bosworth/Arlington Street and Bosworth/Lyell Street intersections • Parking meters/pay-and-display on Bosworth, Arlington and Lyell Sts • Roadway and streetscape improvements for San Jose Avenue • Remove San Jose Avenue overpass concurrent with seismic upgrade; replace with at-grade boulevard • Traffic calming improvements • Bike network improvements, • Improve ADA access to the BART station and Muni J-line platform • Capital projects to create an accessible connection to the J-Church stop and a bus loop around the BART station Urban Design • Streetscape improvements • Redesign and construct improvements to lower BART plaza • Open Space • Greenway Conceptual Landscape Plan

Other Targeted Planning Efforts	
Japantown	A community planning process is currently underway, including the identification of needed community improvements.
Streetscape Master Plan	A set of design standards that will guide streetscape design in San Francisco. Plan may include one or more demonstration projects.
Mission Public Realm Plan	Will develop a strategy of specific public realm improvements for the Mission District, including public space, pedestrian, and traffic calming improvements. There will be demonstration projects for three specific streets.
Cesar Chavez Street Improvements	Will create a redesign for Cesar Chavez Street, including urban design, pedestrian, bicycle, traffic calming, and stormwater management improvements. Coordinates with PUC sewer replacement project, MTA Safe Routes to School Project, and DPW "Great Streets" Greening project. Project has some funding from the above sources; future additional capital funding may be required.

Notes on the Accompanying Schedules:

- *All costs and revenue streams are shown in **current dollars (2007)**.*
- *Total projects costs are shown in year one of the project implementation.*
- *Phase I - First ten years of 20 year Area Plan implementation*
- *Project Total = Sum of Prior Years, Phase I and Phase II*

Rincon Hill Notes

- *Sailors' Union, Library Materials not fundable through Mello-Roos*

Market and Octavia Notes

- *The Market and Octavia projected costs and revenue were calculated based on projected growth rates in the area and assuming 60% of total growth will occur in Phase I.*
- *Projected expenditures are based on the existing community priority list, growth projections and information about existing projects.*
- *Market and Octavia Community Improvements Fund - fees on new commercial and residential development in the Market and Octavia Plan Area*
- *Van Ness Market Density Bonus Program - optional program for increased density for a few project sites near the Van Ness/Market intersection*
- *Van Ness Bus Rapid Transit project refers to only a portion, cost and schedule is approximate.*
- *Central Freeway Ancillary Funds is projected to accrue 60% in FY2009 and 40% in FY2010 in accordance with sales of Central Freeway Properties.*

Balboa Notes

- *Balboa Park FY2009 projects are funded through grants and existing agency programming.*
- *Mix Sources - includes a number of dedicated revenue including funds from safe routes to schools, Prop K, and other sources.*

Planning Department Area Plans - Current Dollars*

Rincon Hill

Program/Project	Prior Years	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014 - FY2018	Phase I Total	20-yr Project Total
COSTS									
Department of Parks and Recreation	1,971,500	1,200,000	0	3,500,000	11,000,000	3,000,000	500,000	21,171,500	21,171,500
Department of Public Works	2,373,000	2,100,000	4,500,000	4,400,000	1,000,000	0	0	14,373,000	14,373,000
Library Commission	0	0	0	600,000	0	0	0	600,000	600,000
Cost Total	**4,344,500**	**3,300,000**	**4,500,000**	**8,500,000**	**12,000,000**	**3,000,000**	**500,000**	**36,144,500**	**36,144,500**
REVENUES									
Local - Rincon Hill Fund Impact Fees (Cash)	0	0	0	0	2,419,227	0	0	2,419,227	2,419,227
Local - Rincon Hill Fund Impact Fees (In-Kind)	2,373,000	0	0	0	4,500,000	0	0	6,873,000	6,873,000
Local - Rincon Hill Fund Impact Fees (Mello-Roos)	3,162,439	4,737,424	5,863,400	0	0	0	0	13,763,263	13,763,263
Revenue Total	**5,535,439**	**4,737,424**	**5,863,400**	**0**	**6,919,227**	**0**	**0**	**23,055,490**	**23,055,490**
Surplus/(Deficit) Annual	1,190,939	1,437,424	1,363,400	(8,500,000)	(5,080,773)	(3,000,000)	(500,000)	(13,089,010)	(13,089,010)
Cumulative		2,628,363	3,991,763	(4,508,237)	(9,589,010)	(12,589,010)	(13,089,010)		0

Market and Octavia

Program/Project	Prior Years	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014 - FY2018	Phase I Total	20-yr Project Total
COSTS									
Department of Parks and Recreation	1,500,000	0	2,698,295	8,379,373	4,992,278	5,499,074	22,809,180	44,378,200	80,498,100
Department of Public Works	47,824,000	608,350	1,336,933	1,595,283	1,645,333	3,916,483	5,638,717	14,741,100	72,800,700
Municipal Transportation Agency	0	0	28,968,356	34,950,834	3,126,392	2,297,498	4,369,071	73,712,151	81,909,802
Department of Children, Youth, and their Families	0	0	1,515,168	1,911,580	1,678,543	2,003,711	7,476,999	14,586,000	17,170,000
Library Commission	0	0	34,732	77,073	52,182	86,913	163,100	414,000	690,000
Planning Department	260,000	0	0	0	0	50,000	50,000	100,000	460,000
Program Administration	0	366,000	366,000	366,000	366,000	366,000	1,830,000	3,660,000	7,320,000
Cost Total	**49,584,000**	**974,350**	**34,919,484**	**47,280,143**	**11,860,729**	**14,219,679**	**42,337,066**	**151,591,451**	**260,848,602**
REVENUES									
Local - Market and Octavia Community Improvements Fund		2,760,000	3,394,239	4,772,156	5,099,618	8,493,857	15,939,460	40,459,330	68,191,036
Local - Van Ness Market Density Bonus Program				3,987,375		4,200,000	1,977,750	10,165,125	18,565,125
Mix - Van Ness BRT Project			28,294,900	28,294,900			0	56,589,800	56,589,800
Local - Central Freeway Ancillary Funds		2,253,600	1,502,400				0	3,756,000	3,756,000
Mix - Other Sources	49,584,000						0		49,584,000
Revenue Total	**49,584,000**	**5,013,600**	**33,191,539**	**37,054,431**	**5,099,618**	**12,693,857**	**17,917,210**	**110,970,255**	**196,685,961**
Surplus/(Deficit) Annual	0	4,039,250	(1,727,945)	(10,225,712)	(6,761,111)	(1,525,822)	(24,419,857)	(40,621,196)	(64,162,641)
Cumulative			2,311,305	(7,914,407)	(14,675,518)	(16,201,340)	(40,621,196)		

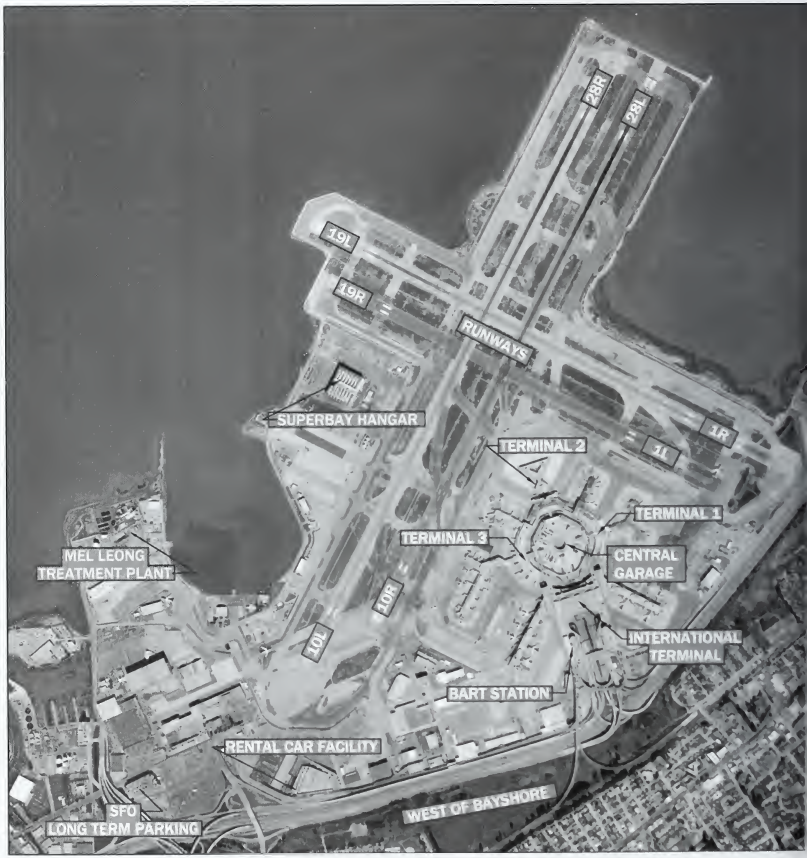
Balboa Park Program/Project	Prior Years	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014 - FY2018	Phase I Total	Project Total
COSTS									
Department of Parks and Recreation	0	0	352,000	352,000	247,000	247,000	1,234,000	2,432,000	20,900,000
Department of Public Works	42,000	0	0	0	720,000	720,000	6,270,000	7,710,000	7,710,000
Municipal Transportation Agency	34,013,000	1,530,000	2,251,000	5,060,000	8,966,000	8,119,000	3,217,000	29,143,000	32,777,000
Department of Children, Youth, and their Families	0	0	149,000	149,000	149,000	149,000	747,000	1,344,000	2,837,000
Library Commission	3,383,000	3,383,000	15,000	15,000	15,000	15,000	74,000	3,516,000	3,665,000
Planning Department	1,000,000	0	196,000	196,000	196,000	196,000	981,000	1,766,000	3,729,000
Public Utilities Commission	300,000	0	0	0	0	0	0	0	10,080,000
Mayor's Office of Economic and Workforce Development	40,000	40,000	20,000	20,000	20,000	20,000	100,000	220,000	0
Cost Total	**38,777,000**	**4,952,000**	**2,984,000**	**5,793,000**	**10,313,000**	**9,466,000**	**12,623,000**	**46,132,000**	**81,699,000**
REVENUES									
Local - Balboa Park Community Improvements Fund	0	0	2,480,000	959,000	968,000	1,728,000	4,277,000	10,411,000	14,688,000
Local - other sources	38,777,000	4,952,000	1,064,000	847,000	847,000	0	0	7,711,000	9,111,000
Revenue Total	**38,777,000**	**4,952,000**	**3,544,000**	**1,806,000**	**1,815,000**	**1,728,000**	**4,277,000**	**18,122,000**	**23,799,000**
Surplus/(Deficit) Annual	0	0	560,000	(3,987,000)	(8,499,000)	(7,738,000)	(8,347,000)	(28,010,000)	(57,900,000)
Cumulative	0	0	560,000	(3,427,000)	(11,925,000)	(19,664,000)	(28,010,000)	0	0

Planning Dept. Total Program/Project	Prior Years	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014 - FY2018	Phase I Total	Project Total
COSTS									
Department of Park and Recreation	3,471,500	1,200,000	3,050,295	12,231,373	16,239,278	8,746,074	24,543,180	67,981,700	122,569,600
Department of Public Works	50,239,000	2,708,350	5,836,933	5,995,283	3,365,333	4,636,483	11,908,717	36,824,100	94,883,700
Municipal Transportation Agency	34,013,000	1,530,000	31,219,356	40,010,834	12,092,392	10,416,498	7,586,071	102,855,151	114,686,802
Department of Children and Family Services	0	0	1,664,168	2,060,580	1,827,543	2,152,711	8,223,999	15,930,000	20,007,000
Library Commission	3,383,000	3,383,000	49,732	692,073	67,182	101,913	237,100	4,530,000	4,955,000
Planning Department	1,260,000	0	196,000	196,000	196,000	246,000	1,031,000	1,866,000	4,189,000
Public Utilities Commission	300,000	0	0	0	0	0	0	0	10,080,000
Mayor's Office of Economic and Workforce Development	40,000	40,000	20,000	20,000	20,000	20,000	100,000	220,000	0
Program Administration	0	366,000	366,000	366,000	366,000	366,000	1,830,000	3,660,000	7,320,000
Cost Total	**92,705,500**	**9,226,350**	**42,403,484**	**61,573,143**	**34,173,729**	**26,685,679**	**55,460,066**	**233,867,951**	**378,692,102**
REVENUES									
Revenue Total	**93,896,439**	**14,703,024**	**42,598,939**	**38,860,431**	**13,833,845**	**14,421,857**	**22,194,210**	**152,147,745**	**243,540,451**
Surplus/(Deficit) Annual	1,190,939	5,476,674	195,455	(22,712,712)	(20,339,884)	(12,263,822)	(33,265,857)	(81,720,206)	(135,151,651)
Cumulative			(448,695)	(7,914,407)	(14,675,518)	(16,201,340)	(49,467,196)		

Section 3 | Enterprise Department Program

A. Airport
B. Port of San Francisco
C. Public Transportation
D. Public Utilities Commission

A. San Francisco International Airport Facilities



A. San Francisco International Airport Facilities

San Francisco International Airport occupies approximately 5,171 acres within unincorporated San Mateo County, approximately 2,383 acres of which have been developed for Airport use. The Airport manages four runways, 78 operational gates and four terminal buildings in addition to 32 miles of roadways, five parking garages, the AirTrain transit service, a rental car facility, leased cargo and maintenance facilities, a waste treatment plant, and 274 miles of pipelines, ducts, power, and pump stations for water, sewage, storm drainage, industrial waste, gas, electrical, and telecommunications distribution systems.

A. Airport Capital Planning Process

The Airport is committed to long-term infrastructure planning and annually prepares both a 5-Year Capital Plan and a 10-Year Capital Improvement & Facilities Maintenance Plan. These plans are developed and updated through an extensive review process, involving participation from senior Airport staff, the Airport Director, the airlines, the Airport Commission and the Airport Financial Advisory Committee, which includes the Deputy City Controller, the Director of the Office of Public Finance, and members from the financial services industry.

Airport Commission Capital Planning Policies govern the development, management, and implementation of the 5-Year and 10-Year Capital Plans. The Capital Planning Policies provide direction for the Airport capital program regarding:

- The role and policies of the Airport Commission, the City Administrator, the Board of Supervisors and the Controller's Office;
- Airline review of capital projects;
- Federal tax limitations on the use of revenue bond proceeds;
- The process for development of the Capital Plan;
- Potential sources of funding;
- Management of the capital program; and
- Grant funded projects.

n February 5th 2008, the Airport Commission approved the ten-year projections in this chapter.

B. Airport Plan Highlights

Passenger Growth
2006/07: 2.8%
2007/08: 7.8%
2008/09: 5.7%

Cost per Enplanement
2002/03: $19.62
2006/07: $13.67
2008/09: $13.21

This Capital Plan represents a major step forward for the City and County of San Francisco as well as the traveling public. While the need for Airport capital work continues through good economic times and bad, only the recent sustained growth in passenger traffic has provided the demand and resources to undertake the necessary large investments in Airport infrastructure. Passenger growth rates are expected to more than double from 2.8% in FY 2007 to 7.8% in FY 2008, due in a large part to new low-cost-carrier (LCC) services from Jet Blue, Southwest and Virgin America as well as strong international market growth. FY 2009 cost-per-enplanement (CPE), the standard Airport expense metric, is forecast to decline by 33% to $13.21 from its post-9/11 high. This has been central to attracting new airlines as well as providing capacity to issue new Capital Plan debt for the first time in seven years.

The Airport is undertaking a Domestic Terminal Redevelopment Plan, with Terminal 2 / Boarding Area D as the lead project.

The Airport is undertaking a Domestic Terminal Redevelopment Plan (DTRP), which addresses the long-term needs for domestic terminal facilities at Terminals 1 and 2. Recent forecasts prepared for the DTRP and the Airport's five-year financial plan indicate that new aircraft gate capacity will be required by 2011. The need for new terminal gates is triggered by (1) anticipated growth in domestic passenger traffic, particularly from new entrant airlines; (2) increases in international traffic, which will displace domestic operations that are currently accommodated in the International Terminal; and (3) the Airport's need to redevelop Boarding Area B in Terminal 1.

The first project in the DTRP will convert Terminal 2 Boarding Area D from a 10-gate international widebody aircraft terminal to a 14-gate domestic narrowbody aircraft terminal. The renovation project includes the terminal building's interior space including holdrooms, concession space, baggage claim areas and building systems, and includes upgrades to both the arrivals and departures levels. The Airport anticipates a 30 month schedule for the completion of the design and construction associated with the Terminal 2 renovation project (fall 2010). The project cost is estimated at $383 million, including an up-front $55 million requirement for design and initial construction activities (Phase 1).

SFO Terminal 2

The attached 10-Year, $1.66 billion Capital and Facilities Maintenance Plan (Airport Plan) includes the following projected infrastructure requirements:

- $1.5 billion in capital improvement projects spanning the immediate ten-year period. A substantial endeavor in this category is the $383 million Terminal 2 / Boarding Area D Renovation project described above and further elaborated under Section 2 - Enhancement Program.

- $84.0 million in facilities maintenance projects to cover the cost of non-routine maintenance and repair projects over the next ten years. These costs are funded in operating budget projects within the Facilities Division.
- $81 million in deferred maintenance projects over the coming ten years, related to facilities maintenance projects excluded from the renewal budget and regularly re-assessed to determine need. Once a deferred maintenance project is determined to be required, it is re-categorized as a facilities maintenance project and is funded through the operating budget.

The Airport Plan identifies the following funding sources to meet the projected ten-year infrastructure needs:

- $612.3 million in capital resources comprised of the following:
  - $122 million in operating funds for capital renewal/maintenance;
  - $170 million in Passenger Facility Charges (PFCs) allocated to capital improvements;
  - $290.7 million in federal and state grant funds dedicated to capital projects; and
  - $29.6 million in other sources including interest earnings on construction fund cash.

New Visual Paging and Flight Information Display Systems

- $963.2 million in revenue bonds undertaken to meet capital project and capital improvement requirements over the ten-year period. An estimated $648.5 million will be issued between 2008 and 2013, a large portion of which will fund the $383 million Terminal 2 / Boarding Area D Renovation project.

1. Renewal Program – $84.0 Million (FY09-18)

The Facilities Division is continuing with a comprehensive review of Airport facility maintenance requirements utilizing the City's Facilities Resource Renewal Model (FRRM). Preliminary information on the building parameters (roof types, finishes, etc.) has been compiled and estimates of anticipated renewal and life cycle costs are complete. The model is being modified to include empirical information to further refine cost projections.

The Airport's operating budget is expected to fund $84.0 million in facilities maintenance and renewal projects over the next ten years. Projects funded through the operating budget address repairs and renewal to existing facilities while facility enhancements and improvements are addressed through capital funds under the next section – Enhancement Program. The $84.0 million does not address projects that are classified as deferred maintenance. Approximately $81 million is identified as

deferred maintenance and this amount is shown in the accompanying table as a Plan funding shortfall.

Many proposed facilities maintenance projects are fully funded at recommended levels. Some deferred maintenance, renewal, and replacement challenges can only be addressed under a vastly improved and sustained business environment.

2. Enhancement Program – $1.5 Billion (FY09-18)

The Airport proposes $1.5 billion in enhancement projects over the ten-year capital plan period. Major capital improvement projects include:

- Airfield – $421.5 million to overlay, reconstruct, and improve common landing areas, runways, taxiways, ramps, aprons, adjacent infield areas, and related support facilities, including:
  - Runways – $100 million for overlays and reconstruction of the four Airport runways;
  - Airfield Utilities – $80 million for improvements to power distribution, communications infrastructure, storm drainage system replacement/expansion, and construction of a new field lighting building; and
  - Engineered Materials Arresting Systems (EMAS) and Runway Safety Areas (RSA) – $93 million to design and construct runway improvements in accordance with FAA guidelines: EMAS to minimize hazards to an aircraft that passes beyond the end of a runway and RSAs to meet the recommended 1,000 foot safety zone at the end of each runway.

Improvements to Airfield Taxiway 'S'

- Airport Support – $111.5 million to expand and improve areas and facilities which support airline functions (e.g. hangars, aircraft maintenance facilities, etc.) and government installations (e.g. FAA, FBI, Post Office), including:
  - Facility Structural Improvements – $50 million to rebuild and enhance aged facilities that have exceeded or are scheduled to reach their expected useful lives
  - Technology Systems Improvements – $30 million to upgrade and replace existing technology assets that will become either physically or functionally obsolete and to extend the newer technology systems over expanded areas.
  - Support Equipment – $8 million to refurbish passenger loading bridges and to replace safety and security equipment such as a fireboat and specialized vehicles for aircraft rescue and firefighting.
  - Americans with Disabilities Act (ADA) Improvements – $4 million to address improvements for disability access and accommodation.

- Groundside – $81.9 million to rebuild, seismically reinforce, and enhance roadways and parkways, courtyards, fences, bridges, the AirTrain system, the Rental Car Center, public parking lots, and garages, including:
  - Viaduct Improvements – $20 million for Phase 2 to continue reinforcement of the main roadways connecting terminals;
  - Public Parking Lot/Garage Improvements – $27 million to rebuild and enhance parking facilities;
  - Roadway Improvements – $18 million to rebuild and expand Airport roadways; and
  - AirTrain Improvements – $16 million to upgrade and replace AirTrain system components and ancillary facilities infrastructure and equipment.

- Terminals – $615.9 million to rebuild and upgrade areas within the terminal complex such as concourses, boarding areas, pedestrian bridges, central plant and boiler rooms, lobbies, offices, baggage facilities and storage, including:
  - Terminal 2 Boarding Area D Renovation -- $383 million to transform the old 10-gate international terminal facility into a modern 14-gate domestic narrowbody aircraft terminal. The project includes interior space renovations to holdrooms, concession spaces, baggage claim areas, and building systems encompassing separate arrivals and departures levels.

New International Terminal Gates A1, A3, A5

  - Terminal Facility Renovations -- $164 million to upgrade terminal building systems and structures exclusive of the Terminal 2 Boarding Area D Renovation project;
  - FAA Control Tower -- $40 million to construct a new control tower that meets the seismic standards advocated by the Federal Aviation Administration (FAA). FAA grant funds are expected to finance this project; and
  - Escalator, Moving Walks and Elevator Improvements -- $13 million to replace and upgrade terminal escalators, moving walks and elevators.

- Utilities – $256.7 million to rebuild facilities for water, reclaimed water, sewage, storm drainage, industrial waste, telecommunications, gas and electricity including distribution systems and related substations and pump stations, including:
  - Wastewater System Improvements -- $68 million to replace aging drainage and sewage systems including the construction of a new industrial waste processing facility within the Mel Leong Treatment Plant.

Terminal 3 Solar Power System

- Central Plant Improvements -- $32 million to rebuild and provide energy-efficient upgrades to central plant systems;
- Telecommunication System Improvements -- $20 million to upgrade, replace, and expand the network of duct banks, conduits, and cabling. Further, this project will fund improvements to telecommunications system rooms and critical wiring sites; and
- Water Systems Improvements -- $11 million to rebuild water system infrastructure including phased replacements for water mains.

- West of Bayshore – $4.1 million to manage drainage requirements and enhance habitat in Lomita and Cupid Row canals. Located west of U.S. Highway 101, the Airport Commission has jurisdiction over this property as well as responsibility for protecting endangered species inhabiting the area.

C. Emerging Needs

The 1989 SFO Master Plan proposed the redevelopment of Terminal 1, Boarding Area B due to the age and condition of the facility. The ongoing maintenance requirements of the building and associated building systems are significant due to the continued settlement of the 1960's-era boarding area. While the Airport has maintained the boarding area and made capital investments to keep the facility operational over the last ten years, Terminal 1 and Boarding Area B are accommodating many more passengers than they were designed to handle and passenger level of service is expected to deteriorate as domestic traffic levels increase.

In 2006, the Airport initiated a planning study for the redevelopment of Terminal 1 and has identified two alternative redevelopment plans for the terminal building and boarding areas. Both alternatives provide for approximately the same number of aircraft gates – 18 at Boarding Area B and 10 at Boarding Area C – that exist today at Terminal 1, but propose the reconfiguration of the terminal layout to provide improved passenger processing facilities (e.g., ticketing, security screening, holdrooms, and baggage claim areas), airline support facilities, and aircraft operating environment (including improvements to taxi lane layouts in the vicinity of the terminal boarding areas to improve the operational capability of the Airport and reduce aircraft delays). The Airport will identify a preferred Terminal 1 redevelopment alternative in 2008/2009. It is anticipated that the redevelopment of Terminal 1 (under either alternative) would be initiated following the completion of the Terminal 2 renovation project in the fall of 2010.

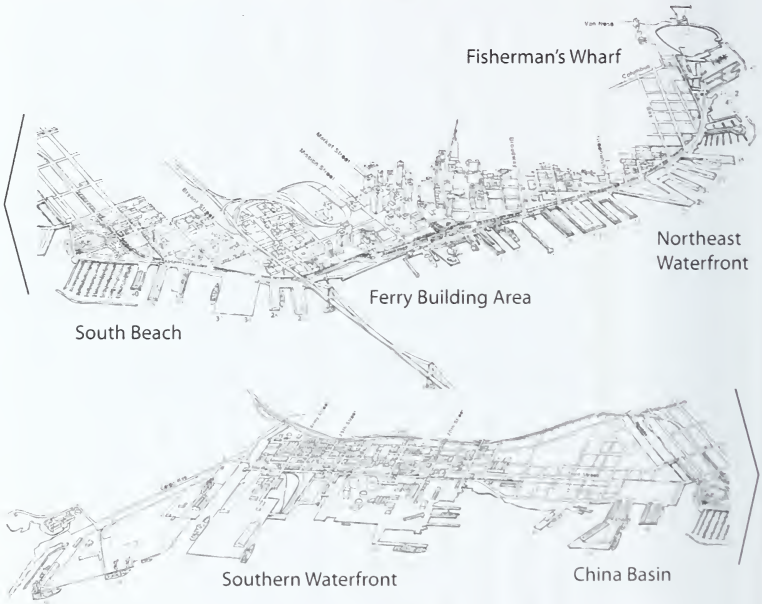
Note: This Table Does NOT Include Routine Maintenance

Airport Facilities and Infrastructure

(Amounts in 000s)	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014 - FY2018	PLAN TOTAL
Renewal and Deferred Maintenance-Need	**$16,414**	**$24,005**	**$17,652**	**$18,392**	**$18,040**	**$70,429**	**$164,931**
Spending Plan							
Renewal (Operating Budget)	$6,000	$13,670	$10,415	$10,275	$10,063	$33,530	$83,953
Capital Plan by Airport Cost Center							
Airfield	$28,723	$39,180	$41,183	$35,280	$42,205	$234,956	$421,527
Airport Support	$28,777	$18,335	$6,806	$4,950	$8,650	$43,960	$111,478
Groundside	$15,055	$12,591	$12,403	$7,908	$2,498	$31,488	$81,944
Terminals	$227,152	$204,321	$34,887	$19,533	$16,656	$113,350	$615,900
Utilities	$19,865	$26,186	$25,005	$17,000	$20,116	$148,490	$256,662
West of Bayshore	$ -	$3,100	$500	$500	$ -	$ -	$4,100
Subtotal Capital Plan	$319,572	$303,713	$120,784	$85,171	$90,126	$572,244	$1,491,610
Total Operating/Capital Needs	**$335,986**	**$327,718**	**$138,436**	**$103,563**	**$108,165**	**$642,673**	**$1,656,541**
Funding Sources							
Operating Budget (renewal/maintenance)	$6,000	$13,670	$10,415	$10,275	$10,063	$33,530	$83,953
Capital Sources							
Reprogrammed funds in FY08/09	-	-	-	-	-	-	-
Operating funds	$500	$2,500	$3,500	$4,000	$4,000	$22,500	$37,000
PFC funds	$10,000	$12,000	$14,000	$16,000	$18,000	$100,000	$170,000
Interest	$3,500	$4,000	$3,000	$3,000	$3,000	$10,000	$26,500
Other (settlements, etc.)	$4,140	$ -	$ -	$ -	$ -	$ -	$4,140
Grants	$21,252	$42,171	$42,911	$27,945	$31,455	$125,000	$290,734
Subtotal for New Capital Sources	$39,393	$60,671	$63,411	$50,945	$56,455	$257,500	$528,375
Future revenue bonds / capital borrowings	$280,179	$243,012	$57,373	$34,226	$33,671	$314,744	$963,235
Total Capital Sources	**$319,572**	**$303,713**	**$120,784**	**$85,171**	**$90,126**	**$572,244**	**$1,491,610**
Total Operating and Capital Sources	**$325,572**	**$317,383**	**$131,199**	**$95,446**	**$100,189**	**$605,774**	**$1,575,563**
Surplus (Shortfall)	**($10,414)**	**($10,335)**	**($7,237)**	**($8,117)**	**($7,977)**	**($36,899)**	**($80,978)**

B. Port of San Francisco

The Port of San Francisco owns or has responsibility for 39 pile-supported pier structures, 245 commercial and industrial buildings, over three miles of streets, sidewalks, and elements of utility infrastructure that support them. Smaller, but no less important, are such capital items as cargo cranes, railroad track, and heavy equipment used by the Port's maintenance division, which also must be maintained by the Port.

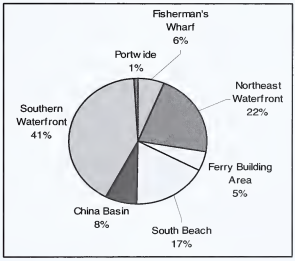


A. Port of San Francisco Facilities Highlights

All of the piers currently in use by the Port or Port tenants were originally constructed around 100 years ago. Of those, only nine have been rehabilitated since 1950, including ATT Ballpark, the Ferry Building, Pier 1, Piers 1 ½, 3 & 5, Pier 27, Pier 39, Pier 45, Pier 48, and Pier 80. Most of the buildings atop the Port's piers are 40 to 100 years old, making many of them historically significant structures. In recognition of this significance, the National Park Service designated the northeast waterfront, from Pier 45 in the north to Pier 48, as the Embarcadero National Register Historic District. This district includes 20 historic piers as well as eight other structures of historic significance. The Pier 70 area also includes 35 buildings and many other features recognized to be of historical significance. The Port is in the process of submitting an application to the National Park Service requesting that the Pier 70 area be designated a National Register Historic District.

A significant milestone for the coming fiscal year is the southern approach to the Illinois Street Bridge, which will be completed in the first quarter of 2008. As the bridge becomes operational in spring 2008, added rail access will allow the Port to better market cargo facilities at Pier 80 to prospective clients. Additionally, construction of the Rincon Restaurants, located south of Rincon Park near Pier 22 ½, is scheduled for completion in January 2008.

The proposed 10-year capital plan identifies a total need of approximately $1.9 billion, primarily for deferred maintenance and seismic upgrade work required on Port facilities (see chart at right). This is approximately $500 million greater than the $1.44 billion identified in the Port's FY 2007-2008 10-year Capital Plan, due primarily to the inclusion of Port facilities in the City's Facility Resource Renewal Model (FRRM). Whereas the Port's capital planning database measures only existing backlogs of need, FRRM calculates the additional $418 million cost of repair and replacement work required in the future.



Breakdown of $1.9b Port Total Need

Of the $1.9 billion in total need, the Port has identified a total of $804 million in funding including: Port tenants, the Port's operating budget, revenue bonds, development projects, Infrastructure Financing District bonds, and for the first time, General Obligation bonds. The largest element of the Port's plan is the rehabilitation and redevelopment of the heavily blighted Pier 70 area, with estimated needs of approximately $497 million. These costs include upgrading salvageable buildings, demolition of unsalvageable ones, environmental remediation, improvements to street and utility infrastructure, and construction of an open space park area near the water's edge. While it is hoped that much of this work can be completed through private development, much of it must be completed with other sources of funding first in order to attract private development interest and funding. The Port has developed policy options to address the unfunded portion of its plan including use of G.O bonds, grant funds, tax increment financing and potential private development options. However, each of these options will require significant staff time to develop and implement and each will require support from the City's policymakers.

1. Renewal Program

Just over $1 billion, or approximately 54% of the overall need identified in the Port's 10-year capital plan, addresses renewal and repair of existing facilities or deferred maintenance. Of the $816 million that the Port proposes to fund in the 10-year capital plan, approximately $440 million are allocated to renewal projects.

Much of this consists of funds to address the Port's facility-specific backlog, largely non-seismic substructure pier and building repairs. Also included are street resurfacing and sewer repair projects. Some of these repairs will be funded by Port tenants as required in their leases while others will be covered by the Port's annual operating budget. The balance will be covered by development projects and Port revenue bonds, discussed in detail in the subsequent Enhancement Program sections.

The Portwide Annual Programs that are funded include (1) dredging of the bay floor along the waterfront, which maintains the depth of the berths at the Port's piers so that they remain suitable for water traffic, (2) facility condition surveys, which allow the Port to evaluate the state of the Port's structures on a continuous basis and in an organized manner, and (3) emergency facility repair, a set-aside of funds for unforeseen situations, available for the most pressing capital needs in subsequent years if the programmed year remains emergency-free.

The Port funds various open space improvements or mandated mitigations (such as the Brannan Street Wharf at Pier 36) under the Special Area Plan Open Space program as funding opportunities become available. The Port proposes to fund part of this project with land sale proceeds, Port operating revenues, and G.O. bonds.

Pier reconstruction project underway

Because of the sheer magnitude of the Port's remaining Annual Program, the Pier/Wharf Substructure Reinvestment program, for the moment, receives little funding. The Port should annually be reinvesting 0.74% of the substructure's value back into the piers to keep them in good repair.[1] Unfortunately, because of costs, the Port has been unable to make these necessary investments

[1] *The level of need is calculated based on the cyclical replacement of portions of pier substructures, based on construction type and exposure to tidal action. For example, Port engineers estimate that the Port should rehabilitate 15% of the Port's pre-1920's era concrete piers every 20 years.*

2. Enhancement Program (FY2009 – FY2013)

The first five years of the Port's ten-year capital plan shows investments of $120.5 million in Port Revenue Bonds, $265 million in Infrastructure Finance District (IFD) Bonds, $33.5 million in General Obligation Bonds, as well as private funds from development partners. These sources will fund improvements, including many seismic upgrades, to the following Port facilities: the Agriculture Building; Piers 9, 33 & 35; Piers 15 & 17, where the Exploratorium is planning to relocate, pending major renovation; Piers 27-31, which are in negotiation for development of a mixed-use project; rail and tunnel improvements; Pier 50, home to the Port's Maintenance Division; Pier 70; and various open space improvements along the waterfront.

Port Revenue Bond Projects

The Port anticipates issuing $120.5 million in revenue bonds by FY 2012-2013. Structures selected for this funding are based on whether or not the facility (1) is currently profitable, (2) has the potential to be more profitable, because it is under-utilized, (3) has potential to be more profitable, because it has a lease set to expire in the next 10-years, allowing the Port to improve the property and increase rents once the property is ready to be re-leased, or (4) is critical to supporting the Port's operations.

Based on these criteria, the Port proposes to make improvements to the following facilities using revenue bond funds:

- ***Agriculture Building:*** Located in the Ferry Building Area of the Port, the brick building south of the Ferry Building is currently leased for office space and Amtrak's San Francisco ticketing office. The Port is developing a plan to explore new uses and their associated remodel costs for the Agriculture Building. A potential revenue analysis indicates that making these repairs and upgrades will increase lease revenues. The Port proposes to allocate $10 million in revenue bonds to cover repairs and seismic upgrades.

- ***Pier 50:*** Located in China Basin, on Terry Francois Blvd south of ATT Ballpark, Pier 50 houses the Port's maintenance facility. The estimated need over the next 10 years totals $47.2 million. The Port proposes to allocate $30 million in revenue bond funds to seismically upgrade and provide other crucial repairs for this facility.

- ***Northeast Waterfront Piers - Piers 9, 33 and 35:*** In 2007, the State legislature adopted SB 815 to allow more varied development on some of the Port's seawall lots and lease terms of up to 75 years (the prior maximum had been 66 years). The legislation restricts the use of new revenue growth generated by seawall lot leases to (1) the repair and seismic upgrades of historic facilities and (2) the construction of open spaces required by the Special Area Plan. Seawall Lot 337, the first development affected by the new legislation, is expected to earn approximately $6 million annually in additional lease revenues as a result of the changes. This additional annual income of $6 million will help the Port to leverage approximately $65 million in revenue bonds. Piers 9, 33 and 35 will be the recipient of these Revenue Bond funds, which will go toward seismic upgrades and long-deferred repairs.

Northeast waterfront piers

- ***Miscellaneous Pier Apron and Seawall / Wharf Repairs:*** Several of the Port's piers require major repairs to their aprons, which allow tenant access and more expansive uses of structures located on piers. The Port has obligations under some of its current leases to conduct apron repairs. Beyond aprons, the Port needs to (1) replace Wharf J-9 seawall which is required to continue to use the adjoining leased facilities and (2) make major repairs and improvements to the Pier 90 Wharf, which is required to support storage requirements for Port operations. The Port proposes to allocate $2.5 million in revenue bonds to address these issues.

Port Infrastructure Financing District (IFD)

The State recently adopted legislation that allows the City to create an Infrastructure Financing District (IFD) within the Port's jurisdiction. This alternative method of collecting property tax increment is a useful tool for the Port because it does not require a blight finding or require a set-aside of a portion of the tax increment for affordable housing. The Port anticipates having a total of $265 million in IFD Bond funds available for a variety of projects, including Piers 27-31 project, Pier 70 Improvements and other southern waterfront improvements. While some IFD Bond funding will be used by the Port for independent rehabilitation of facilities, other IFD Bond funds will be used as the Port's investment in larger public-private developments. The Port has identified

the Agriculture Building, and Piers 33 and 35 as private-public development candidates for which it is analyzing whether to include IFD Bond funds.

- ***Pier 70 Improvements (Southern Waterfront):*** The Capital Plan identifies a total of $497 million related to the Pier 70 complex including: environmental remediation, constructing and reconstructing streets, sidewalks, street lighting, and sewer and water system, open space development, historic building preservation and reuse of a portion of the site, principally along the main 20th Street stretching to the waterfront. Long a ship-building and ship-repair site, Pier 70 now houses the most important collection of historic industrial buildings west of the Mississippi. Unfortunately, owing to age, type of construction, deterioration, lack of code compliance and absence of site utilities and other infrastructure, most of the 35 buildings on the site are unused and only a few are leased.

Pier 70

The Port is creating a viable master plan that includes: (1) a survey of the historic resources and development of preservation options, and (2) an economic and planning feasibility analysis with development options for Pier 70. The Port expects to complete the master plan by May 2008 and issue a development RFP by the summer of 2008.

The Pier 70 project envisions bringing most, but not all, of the historic buildings and artifacts (fences, cranes) up to current code, repairing or replacing all building utilities and building systems, but not adding new square feet: Work would be done to meet the standards of the U.S. Secretary of the Department of Interior in keeping with the buildings' eligibility for the National Register of Historic Places.

The Port's 10-year capital plan programs $140 million in IFD Bond funds to cover Pier 70 campus infrastructure costs, which consist of $40 million to construct streets, sewers, water mains, sidewalks, and street lighting, approximately $30 million to conduct environmental clean-up, $20 million to make needed open space improvements, and $50 million to repair and upgrade wharves and piers. The Port should be better able to redevelop Pier 70 to viable reuses if it can invest public funds in the project.

The Port is anticipating programming an additional $45 million in IFD bonds from the tax increment generated by the Seawall Lot (SWL) 337 to restore Pier 70's flagship structure, the Union Iron Works Building, for a future public use. As previously noted, the Port recently issued an RFQ to develop SWL 337 as a mixed use development. Assuming the Port successfully secures a development partner, development of SWL 337 should be completed by 2013. At that time, the development should generate approximately $6 million annually in possessory tax increment[2] to the IFD that would leverage $65 million in bond funds. The Port proposes to allocate the $65 million in SWL 337-related bond revenues to southern waterfront projects, as follows:

- Pier 70 Union Iron Works Building - Comprehensive rehabilitation, including seismic upgrades - $45 million
- Islais Creek Open Space Improvements – $4 million
- Blue Greenway Improvements – $16 million

On February 14 2008, the Port received project concepts and designs from four bidders hoping to develop Seawall Lot 337.

SWL 337 Alternate Revenue and IFD Bond Scenarios: At this time, the Port's revenue projections are based on the assumption that new private development at SWL 337 will result in 1) new lease revenues which will allow the Port to revenue-bond for an annual amount of $6 million, as well as 2) an increased value to the property, which will allow the Port to bond via the IFD for an additional $6 million annually. This assumption would provide the Port with $130 million in total bond funds.

While this is the Port's baseline assumption for this capital plan, Port staff have explored through financial models the possibility of SWL 337 development generating greater revenues. Because generation of lease revenue and increased property value go hand in hand, the Port has considered two scenarios where both increase by the same amount; $8 million in bonding from both sources and $10 million in bonding from both sources.

Under the scenario where the Port realizes $8 million annually from both revenues and the IFD, totaling $170 million in funding from bonds against that revenue (or, $40 million more than the Port's current baseline assumption), the Port would consider directing that funding as follows:

[2] *This $6 million in tax increment revenues is in addition to the $6 million in lease revenue growth anticipated from SWL 337 and for which the Port has programmed lease revenue bond funds to several projects previously discussed in this report.*

- *Increased Lease Revenue* – additional funding to Piers 19-23 - $20 million (for a total of $38.6 million)

- *Increased IFD Revenue* – Port-wide seawall repairs - $20 million

In addition to these projects, under the scenario where the Port realizes $10 million annually from both revenues and the IFD, totaling $210 million in funding from bonds against that revenue ($80 million more than the Port's current baseline, $40 million more than the $8 million scenario), the Port would consider directing that additional funding as follows:

Increased Lease Revenue – Additional funding to Piers 33 / 35 - $12 million (for a total of $37 million) and Historic wharf repairs at Fisherman's Wharf - $8 million

Increased IFD Revenue – Amador Street and Backlands Infrastructure - $15 million and Pier 52 Historic Rail Ferry Repairs - $5 million

While the Port maintains its current baseline, the number and magnitude of capital issues that could be addressed with a heavier investment in SWL 337 suggest a clear avenue for future efforts to address the Port's deferred maintenance backlog.

General Obligation Bond Projects

As of the writing of this report, the City's February 2008 ballot will contain a $185 million General Obligation bond for park and open space improvements, $33.5 million of which has been allocated to fund or partially fund Port open space improvements across the Port's waterfront. Proposed projects include: a promenade at Pier 43½ in Fisherman's Wharf; the Brannan Street Wharf Park in Southbeach; Bayfront Park in the Port's China Basin region; and, in the Port's Southern Waterfront, Crane Cove Park, Warm Water Cove Park, Islais Creek, and an entrance to Heron's Head Park. If approved by voters, the Port will construct these improvements by FY 2012-13.

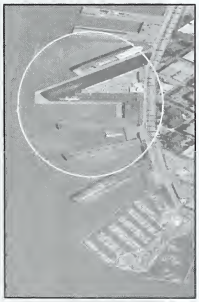
Bayfront Park at Mission Bay

Development Projects

The Port's development projects are public-private partnership projects in which a developer enters into a lease of up to 66 years with the Port for property, secures financing and is responsible for project delivery. The Port expects the following development projects will begin construction in the next five years. As previously

noted, cost estimates included in this Plan only include repair and replacement costs and seismic upgrades that the Port would need to conduct to continue operating these facilities for their current uses. The descriptions below include enhancements developers are making to the facilities to change their use, the cost of which is not included in this Plan.

- ***Piers 15–17:*** The Port entered into an Exclusive Negotiating Agreement (ENA) with the Exploratorium to renovate Piers 15-17 and relocate the Exploratorium museum from its current location at the Palace of Fine Arts. During the past several years the museum has been looking for a new home to accommodate its expanding needs. The Exploratorium proposes to lease Pier 15 under a long-term lease and develop it for museum and ancillary uses, with the idea of expanding into Pier 17 in later years. Piers 15 and 17 are located in the Northeast Waterfront on The Embarcadero at Green Street. The expected cost of the rehabilitation of Piers 15 and 17 is $61.3 million.



Piers 27-31

- ***Piers 27-31:*** Located on the northeastern waterfront, approximately one mile north of the Ferry Building, Piers 27-31 are under the jurisdiction of the Port Commission and currently consist of 832,369 square feet of pier space. Under the proposed Project Plan, the Developer would be awarded a 66-year lease agreement by the Port to renovate, occupy, and sublease space at Piers 27-31 for mixed uses. The Port entered into an ENA with SF Piers LLC to develop these piers for recreation and office space uses. The project is expected to be in construction in two years. As described below, the Port proposes to issue $60 million in Infrastructure Financing District (IFD) tax increment bonds to help pay for substructure repairs and seismic upgrades. These repairs and seismic work are currently estimated to cost $118.3 million.

3. Enhancement Program (FY2014 – FY2018)

The second five years of the Port's 10-year Plan will be driven by projects funded by Port Revenue Bonds.

Port Revenue Bond Funded Projects

The Port anticipates issuance of a total of $47 million in Port Revenue Bonds in the fiscal years 2014-18. The Port proposes to make improvements to the following facilities with these funds:

- ***Piers 19 and 23:*** These piers are located near one another in the northern waterfront. They require repairs and seismic upgrades. However, the Port has not begun a planning process to determine possible uses for the piers. Nonetheless, the Port will allocate revenue bonds to the piers to produce a higher return from the annual lease payments. The cost to completely rehabilitate and seismically upgrade these facilities for current uses is estimated to be approximately $44.4 million. The Port proposes to allocate approximately $27.6 million in revenue bond funds toward improving these facilities with the end-goal of generating increased lease revenues.

- ***Pier 80:*** located in the southern waterfront near Cesar Chavez Street, Pier 80 is the Port's cargo facility, which is presently focused on bulk and break-bulk cargo operations. It is currently under-utilized. The cost of needed repairs could be covered by increased revenues if the Port is better able to market this facility. As noted earlier, the Port recently constructed the Illinois Street Bridge, which will improve freight rail access to Pier 80, improving the marketability of the facility to prospective clients. The complete cost of repairs and seismic work to Pier 80 as well as the industrial buildings at Pier 80 is estimated at $99.7 million; the Port proposes to allocate $30 million in revenue bond funds to cover repairs to the pier sub-structure and improvements to some of the buildings housed there.

B. Deferred and Emerging Needs

The Port's proposed ten-year capital plan defers a total of $1.1 billion in needs. The most significant deferred projects include the following Port facilities:

Region	Port Facility	Unfunded Portion to Repair & Seismically Upgrade
South Beach	Pier 26, office and warehouse space, pier substructure	$46.3m
	Pier 28, office and warehouse space, pier substructure	$31.0m
	Pier 38, maritime recreation facility near South Beach Harbor	$46.9m
China Basin	Pier 50, Shed D, the Port's Maintenance Facility, pier substructure	$17.2m
	Pier 48, currently parking and special events and soon to include the Department of Elections	$12.6m
	Pier 54, office and warehouse space, pier substructure	$38.4m
Southern Waterfront	Pier 70 Campus, contains a vast array of historic structures	$297.0m
	Pier 80 Cargo Facility	$69.7m

Funding Options for Deferred Projects

(a) ***Grant Funds*** **–** The Port may be able to secure grant funding for the rail tunnel notches and Quint Street improvements through the State's Proposition 1B Infrastructure Bond funds but not to help upgrade its facilities.

(b) ***Public/Private Partnerships*** **–** The Port believes Pier 33, Pier 35, Pier 26, Pier 48, and Pier 70 are good candidates for future development projects. The Port has issued an RFQ for SWL 337 development that could include Pier 48. However, it has not issued RFPs for the remaining piers nor has it secured approvals from various state agencies such as State Lands Commission and San Francisco Bay Conservation and Development Commission (BCDC) for project scopes. Thus, while the Port has identified these facilities as potential development projects, it is premature to conclude that they will be repaired and upgraded by a developer.

(c) ***No Identified Funding Options*** **–** If the Port is unable to identify a funding source or a developer to repair and seismically upgrade these facilities, it will eventually need to close the facilities and demolish them (if it can secure funds for demolition) or allow them to deteriorate and fall into the bay.

Port Facilities and Infrastructure

	Backlog	Projected 10-Year Additional Need 2009	2010	2011	2012	2013	2014-18	Total 10-Year Need
Facility / Program Needs								
Facilities, by Region								
Fisherman's Wharf	74,700	9,059	938	241	611	1,952	14,613	102,114
Northeast Waterfront	323,872	6,096	6,672	467	339	0	25,735	363,181
Ferry Building Area	72,785	0	611	234	0	643	8,165	82,438
South Beach	282,440	263	2,368	0	607	3,201	3,829	292,708
China Basin	121,136	133	1,644	0	0	0	4,562	127,475
Southern Waterfront	599,439	851	5,880	23	1,704	0	84,214	692,111
Portwide Misc.(Equipment, ADA Plan)	8,227	0	4,371	0	0	0	0	12,598
Subtotal:	1,482,599	16,402	22,484	965	3,261	5,796	141,118	1,672,625
Portwide Annual Programs								
Dredging		3,225	3,225	3,225	3,225	3,225	16,125	32,250
Facility Condition Survey		323	323	323	323	323	1,615	3,230
Emergency Facility Repair		1,075	1,075	1,075	1,075	1,075	5,375	10,750
Special Area Plan - Open Spaces		1,014	1,014	1,014	1,014	1,014	5,070	10,140
Pier/Wharf Substructure Reinvestment		21,600	21,600	21,600	21,600	21,600	108,000	216,000
Subtotal:		27,237	27,237	27,237	27,237	27,237	136,185	272,370
Total Additional Need:		**43,639**	**49,721**	**28,202**	**30,498**	**33,033**	**277,303**	
Total Cumulative Need:	1,482,599	1,526,238	1,575,959	1,604,161	1,634,659	1,667,692	1,944,995	

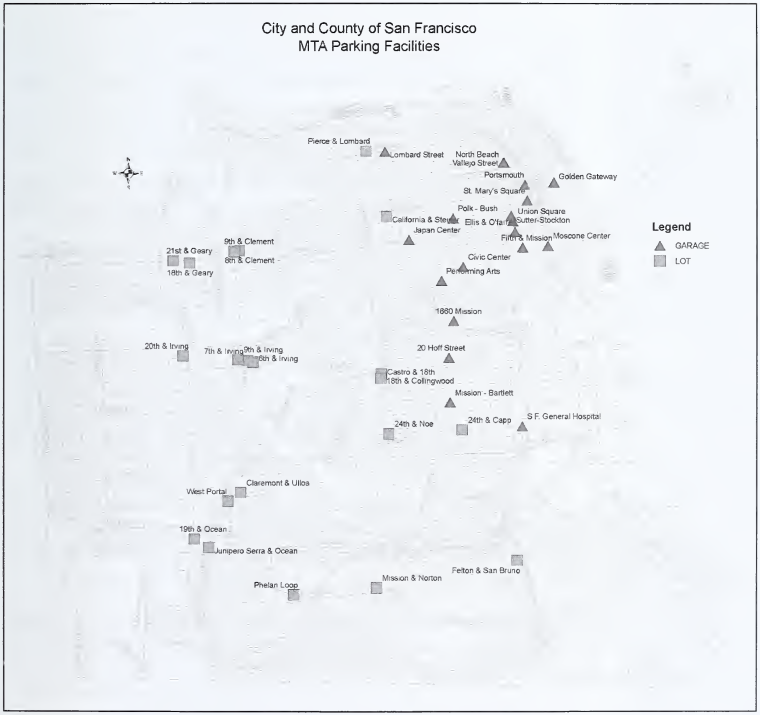
Funding Sources	2009	2010	2011	2012	2013	2014-18	Total
Port Tenant Responsibility						71,014	71,014
Port Operating Budget	8,762	8,762	8,762	10,000	10,000	50,000	96,286
Port Revenue Bonds		40,000		57,500	23,000	42,000	162,500
Development Projects		60,901	115,168				176,069
Infrastructure Finance District				60,000	205,000		265,000
General Obligation Bonds	11,167	11,167	11,167	0	0	0	33,501
Total Additional Funding:	**19,929**	**120,830**	**135,097**	**127,500**	**238,000**	**163,014**	
Total Cumulative Funding:	19,929	140,759	275,856	403,356	641,356	804,370	
Balance:	**(1,506,309)**	**(1,435,200)**	**(1,328,305)**	**(1,231,303)**	**(1,026,336)**	**(1,140,625)**	

C. Public Transportation – Municipal Transportation Agency

The San Francisco Municipal Transportation Agency (SFMTA) owns and operates 19 operational, maintenance and administrative facilities; 25 power substations; 9 subway and 24 surface light rail stations; 6.6 miles of subways and tunnels; 71.5 revenue track miles for rail operations and 8.8 miles of track miles for cable car operations; 219.9 miles of overhead wires; a rolling stock of nearly 2,000 buses, light rail vehicles, trolley coach buses, cable cars, historic street cars, paratransit vans, and other support vehicles; and numerous traffic signals, signs, parking meters, bike lanes, duct banks, and transportation information and communications networks.

C. Public Transportation – Municipal Transportation Agency

The SFMTA also includes the Department of Parking and Traffic which operates and maintains 40 off-street parking garages and lots.



A. Municipal Transportation Agency Highlights

Passed by the voters of San Francisco in November 1999, Proposition E created the San Francisco Municipal Transportation Agency (SFMTA), bringing the Municipal Railway (Muni), the Department of Parking & Traffic (DPT) and Parking Authority together as one agency.

Muni is the largest public transportation system in the region, the eighth-largest in the United States and one of the most diverse in the world.

The SFMTA has a number of short and long-term processes in place to prioritize and manage the capital planning process, including the Agency's Strategic Plan, this citywide Capital Plan, the 20-year Short Range Transit Plan, a 25-year Regional Transportation Plan, a 30-year plan for the Central Subway, and even a 40-year Capital Asset Plan. These plans help prioritize the approximately 320 capital projects planned over the next decade into a sophisticated ranking system with four primary categories: Mission Critical (meeting system performance and service goals), Asset Preservation, Transportation Initiatives (particularly those associated with other funding sources), and Mission Development (new services or system enhancements).

The Capital Investment Plan (CIP) is the set of projects and initiatives that SFMTA plans to undertake to replace, rehabilitate, enhance or expand system assets. The CIP is organized into the following programs:

Fleet – The rehabilitation and replacement of Muni's vehicles includes both revenue vehicles used to transport passengers (motor coach, trolley coach, light rail, historic streetcar, cable car, and paratransit) and non-revenue vehicles used to support the revenue fleet and system infrastructure.

Infrastructure – Including the rehabilitation, replacement and modification of rail, communications, signals, overhead, subway, stations, and cable car systems as well as ADA-mandated Key Stops, accessibility improvements, and transit preferential streets.

Facilities – Including development and management of space for the operations, maintenance, administration, and storage needs required to support SFMTA operations.

Equipment – This program provides for the replacement and acquisition of such items as rail grinders, video cameras, computers, and other tools needed for the continued operation of SFMTA's operating, maintenance, and administrative functions.

Parking and Traffic – Including regular replacement of parking control enforcement vehicles and support vehicles; facility rehabilitation for the paint, meter, sign, and signal shops; programmatic infrastructure improvements to traffic signs, signals, and pavement markings; pedestrian facility improvements and upgrades of bicycle lanes and paths; and extensive improvements to neighborhood streets to make them more livable and safe for all users – pedestrians, cyclists, transit, and autos.

Other Projects – A limited number of projects do not fit into the CIP programs described above, including: graffiti prevention, safety, security, Transbay Terminal replacement, and Treasure Island Ferry Terminal. The latter two projects SFMTA serves only as a federal funding pass-through agency.

Each capital program is categorized by the type of activity to be undertaken. These include replacement, rehabilitation, enhancement and expansion, described as follows:

Replacement - The regular replacement of an existing asset that has reached the end of its useful life. This includes the replacement of vehicles, such as buses and light rail vehicles.

Rehabilitation – The programmatic renewal of an existing asset. This includes the vehicle overhauls necessary for the fleet to operate to the end of its useful life.

Enhancement – The improvement of an existing asset. An example is the Paratransit Debit Card project, which will provide a better fare collection system than the one currently being used.

Expansion – Increases service beyond the current system. This includes such system expansions as the Central Subway and the renovation of Historic Streetcars to provide additional service.

SFMTA's total capital need is $6.57 billion dollars over the ten-year period. This need far outstrips the projected capital revenues of $5.30 billion dollars, leaving a projected shortfall of $1.27 billion dollars over the ten-year period. The SFMTA is exploring a number of strategies to address the projected shortfall including new legislative initiatives regarding the sales tax, operating revenue-generating strategies such as advertisement and increased fees, and the opportunity to issue revenue bonds in the near future.

There have been a few significant changes since the 2008-2017 Capital Plan. On April 7, 2007, the Agency began full service on the Third Street Light Rail Line (T-Third). On November 6, 2007, voters approved Proposition A: a Charter amendment increasing the

SFMTA's General Fund contribution and governing authority (including the ability to issue revenue bonds) as well as changing the approval process for parking in new private development projects.

1. Renewal Program

The SFMTA began using the facility renewal model for the first time last year. While the data is not yet complete enough to include in this year's Capital Plan, they have assessed 2.1 million square feet of building space and 4.3 million square feet of parking space. The goal is to identify all assets owned and used by SFMTA today, determine their lifecycle and identify any existing gaps, and use this information to define which assets may be leveraged or developed to support SFMTA's current and future operations.

In the next ten years, Muni will have the funding needed to perform the majority of the renewal and repair projects needed to maintain the current service level. Highlights of these projects include: ongoing cable car renovation and historic vehicle rehabilitation, the beginning of the next motor coach and trolley coach replacements, replacement of fareboxes, purchase and installation of wayside fare collection systems including Translink compatibility, rail replacement projects, overhead line rehabilitation, expansion of the NextMuni automatic vehicle locator service, numerous facility safety improvements, replacement of the maintenance lifts at Flynn Yard, and studies of the Balboa Park and Glen Park station areas.

Parking and Traffic renewal and repair programs for various signal, sign, and striping projects have annual Proposition K funding of $4.7 million. These local sales tax funds will support maintenance and upgrades of signals and streets, including new mast arms, wiring for pedestrian signals, raised flashing pavement reflectors, transit lane markings, and some replacement of red light photo enforcement equipment.

Major Renewal Program initiatives include:

One of 86 new diesel-electric hybrid buses purchased in 2007.

- **Fleet Replacement Projects**: The SFMTA recently completed the purchase of 56 standard (40') diesel-electric hybrid coaches and the purchase of 30 small (30') diesel-electric hybrid coaches, completing the replacement of 455 diesel coaches. The next motor coach procurement is scheduled to go into service in 2013. The Trolley Coach Replacement consists of replacing 295 Flyer standard trolley coaches with 33 articulated and 240 standard coaches from Electric Transit Inc. The LRV fleet consists of 151 Breda vehicles put into service starting in 1997.

- **Traffic Signal Replacement Projects**: This program provides for the replacement and upgrade of obsolete or deteriorated signal hardware for over 1000 signalized intersections, including controllers and foundations.

vehicle and pedestrian signal heads, poles, conduit, pull boxes, wiring and loop detectors. Additional programming goals include modifying signal operations to improve safety and efficiency, and installing mast arms to improve visibility. To date, approximately 300 signals have been completely rebuilt.

- **Overhead Line Reconstruction/Replacement Projects**: The major element of this project is the reconstruction of the Overhead Catenary System (OCS) in the Metro Subway and replacement of trolley wires, overhead special work, and deteriorated trolley poles. Modifications on the OCS include replacement of contact wires, messenger wires, hangers, section insulators, and installation of registration arms and associated OCS hardware, rebuilding 21 existing circuit breakers and implementing trip units at the traction power substations. The trolley overhead line project also includes construction of new duct-bank and manholes and undergrounding of the existing deteriorated traction power system.

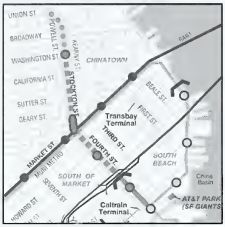
- **Rail Replacement Projects**: The purpose of these projects is mainly to replace worn out special track work for K and M Lines at the intersection of St. Francis Boulevard, Sloat Boulevard, Junipero Serra Boulevard, West Portal Avenue, and Portola Drive. The replacement of special track work includes a single crossover on West Portal Avenue, two turnouts, and one diamond crossing. The exclusive K-Line tracks north of the single crossover on Junipero Serra Boulevard and the tangent tracks within the intersection will also be replaced due to their deteriorated condition.

Track replacement near West Portal Station

- **Radio System Replacement Project:** Muni's existing voice and data radio systems are out-of-date and in urgent need of complete replacement. For transit and security purposes, communication between the fleet, Central Control as well as police, fire and security is critical. Muni has embarked on a program to replace its obsolete system with a state-of-the-art wireless communications system that will include mobile and handheld radios, mobile data terminals and interface from new mobile radios to vehicle on-board power, control and communications systems.

3. Enhancement Program

Major capital projects that will expand or enhance current assets and the current level of service priority enhancement needs for Muni include:



Map of Proposed Central Subway (Alternative 3B)

Muni Metro East Light Rail Vehicle Facility

- **Central Subway - Third Street Light Rail Phase 2**. With the completion of Phase 1 in April 2007, the Central Subway is the top priority transit project for San Francisco and one of the largest capital projects in the Capital Plan. The project will extend the Third Street light rail line 1.5 miles along Fourth Street, entering the Central Subway near Bryant, crossing beneath Market Street, and proceeding under Stockton to Chinatown. The current approved alignment recommends three underground subway stations located at Moscone Center, Market St/Union Square and Chinatown. The Central Subway is projected to open in 2016 and carry over 77,000 daily riders by 2030.

- **Metro East Light Rail Vehicle Facility:** This new facility is for the storage, maintenance, and operation of up to 80 Muni light rail vehicles. It is needed to support the new Third Street Light Rail line and to relieve overcrowded conditions at Green Division, Muni's other light rail maintenance facility. The facility will be located on a 13-acre parcel bounded by 25th Street, Illinois Street, Cesar Chavez Street and Louisiana (part of the former Western Pacific Railroad site). The facility will be constructed to store 80 LRV's. The facility will consist of a two-story main shop and administration building, power substations, an LRV storage yard, and an on-site parking lot. The shop building will have a combined floor space of about 180,000 square feet. The building is designed to be within the allowable height limit of 40 feet. The on-site parking lot will accommodate about 170 vehicles.

- **Islais Creek Motor Coach Maintenance Facility:** Muni plans to replace the Kirkland Motor Coach Division (built in 1950) with a new motor coach facility along the shores of Islais Creek. The Islais Creek yard will be located on 7.72 acres of land between Cesar Chavez Street, Indiana Street, I-280, and Islais Creek. The new bus yard will include parking for 165 of Muni's 40' alternative fuel vehicles and 19 non-revenue vehicles, and three buildings for 16 service bays, plus facilities for operations and maintenance, administration, fuel and wash. Also, Muni's alternative fuel vehicles are expected to be stored operated and maintained at the Islais Creek facility.

- **Transit Preferential Streets**. Design and implement a variety of low- to medium-cost treatments to speed transit vehicle flow. Elements include exclusive or semi-exclusive transit lanes, colored or textured surface treatments, signal timing or priority, bus bulbs, stop respacing and relocation, and replacing stop signs with signals. Priority corridors include Market Street, 19th Avenue, Potrero, Outer Mission, Stockton, and Geneva.

- **NextMuni:** Significant progress was made on completing the installation of the Automated Vehicle Locator (AVL) system, also known as NextMuni. Installation of vehicle tracking equipment was completed in all buses, trolleys, LRVs, historic fleet and cable cars. In addition, of the base 460 NextMuni vehicle announcement signs, 192 were installed at passenger platforms and bus shelters throughout the City. This program also allows the customers to access vehicle arrival and departure information both on the internet at www.nextmuni.com and through cellular telephones.

- **SF*go* Program**: SF*go* is a citywide intelligent transportation management system that will gather real-time information on current traffic flow and congestion, process and analyze this information, respond to changes in roadway conditions, and disseminate information to the public. It will significantly improve existing obsolete and deteriorating traffic signal communications facilities and implement various Intelligent Transportation System (ITS) technologies to improve the overall effectiveness of the transportation system. In 2007, FTA awarded the project $58 million as part of its Urban Partnership Program.

- **TransLink**: The Metropolitan Transportation Commission (MTC), the Bay Area's regional transportation planning agency, and the Bay Area's transit operators are working together as the TransLink Consortium to implement the TransLink system region wide. The TransLink card will keep track of stored value, automatically deducting the correct fares, transfers, and discounts. Translink will allow MTA to replace its many paper passes and other fare media with this smart card technology.

TransLink smart card technology

4. Deferred Capital

Unless additional funding can be secured, a number of important capital projects will be deferred in the next ten years. There are also a number of efforts underway that will help the agency to better identify and plan for its capital needs. These include:

- **Mid-life Rebuilds of the Fleet**. Motor coaches, trolley coaches, and light rail vehicles all require mid-life rebuilds in order to attain the required usable life and maintain adequate vehicle availability throughout that period. The total estimated cost, deferred in the past and through the next 10 years, is approximately $500 million. Funding priorities for federal transit capital dollars in the region do not give priority for midlife rebuilds, and local dollars are fully programmed through 2020 to provide match for fleet replacement. While Muni has been able to identify about $20 million in federal funds to

start the Breda Overhaul program, the prospects for future federal funds for this purpose are dim, and this need will have to be met with local revenues. Without a steady stream of funding for this project, Muni has struggled to maintain vehicle availability and anticipates increasing challenges in the future.

- **Facility Rehabilitation:** Proposition K provides some funding to start to develop a long-range facilities renewal plan. This plan will identify the long term rehabilitation needs of the facilities owned or used by the agency. While this funding will not be sufficient to address the identified facility rehabilitation needs, it will provide a more complete picture of the agency's facility renewal needs.

- **Shop Equipment Program**. Deferred need of $29 million for the acquisition and replacement of the equipment needed to support all aspects of Muni's operations and maintenance functions. A significant backlog of equipment needs exists due to the lack of capital grants available for equipment replacement. There are currently $14 million in deferred replacements with roughly $1.5M needed annually over the next 10 years.

Parking and Traffic also has several significant projects that will be deferred in whole or part due to a lack of full funding.

- **Relocation of the Sign Shop and Paint Shop**. Both of these facilities are aging rental properties and there would be long term savings and efficiencies if they were relocated to property owned by SFMTA.

- **Relocation or remodel of the Parking Meter Shop**. Currently located in city owned property with significant deferred maintenance.

- **Signs, Signals, and Striping**. Although funding from Prop K is available for some programmatic repair and maintenance, 62% of estimated sign needs and 34% of striping needs are unfunded.

5. Emerging Needs

In addition to the Asset Assessment mentioned previously, there are a number of other efforts underway that will help the agency to better identify and plan for its capital needs. These include:

- **Transit Effectiveness Project (TEP)**. The TEP is an 18-month project to review, evaluate, and make recommendations on the existing Muni transit system, with the goal of making service more attractive to the public and

lowering operating costs. On February 26th 2008, the TEP unveiled its preliminary recommendations to address the challenges of changing travel patterns, increasing costs, and operational and physical constraints that affect on-time performance. It has been over 25 years since the last comprehensive review of San Francisco's transit system. While the focus of the plan is on long-term improvements, recommendations will also be made for short-term actions. The TEP may identify additional capital needs, such as changes to the type and size of vehicle fleets, which will be incorporated into the capital program as they are developed.

- **Traffic Calming Program**. Addresses the ever-growing concerns of competing street users by increasing traffic safety, with special attention given to non-motorized users. Traffic calming attempts to reduce the negative impacts of auto traffic by redesigning streets and sidewalks, without limiting mobility or impeding public transportation. Traffic calming measures include sidewalk bulb-outs, traffic circles, and speed humps.

Bicycle lane on Market Street

- **Bicycle Access.** The Bicycle Plan is a guide to providing a safe and attractive environment in which to promote bicycling as a transportation mode. The Bicycle Plan includes a policy document; incorporates new design guidelines for a wide range of bicycle facilities; and a revised Bicycle Route Network that emphasizes expansion and refinement of the existing Bicycle Route Network.

- **Pedestrian Safety.** Promotes safety and convenience for walkers, develops new policies and tests a number of innovative technologies and approaches to further these goals. San Francisco was the first city to receive federal approval for the citywide use of pedestrian countdown signals, now operating at some 660 intersections and expected to increase. San Francisco is one of three cities chosen nationally for a special federal grant to test "cutting edge" technologies to improve pedestrian safety. San Francisco led the Nation by implementing policies to increase pedestrian crossing time by 60 percent to allow for slow walkers. Other projects include testing flashing in-pavement crosswalk lights, adding and improving pedestrian refuge areas including signs in roadway medians reminding motorists to yield, and citywide conversion of crossing warning signs to brighter fluorescent versions. Using Proposition K sales tax revenues, the Pedestrian Program will lead an interdepartmental effort to develop a citywide Pedestrian Master Plan, including a long-range blueprint for physical improvements and policy changes.

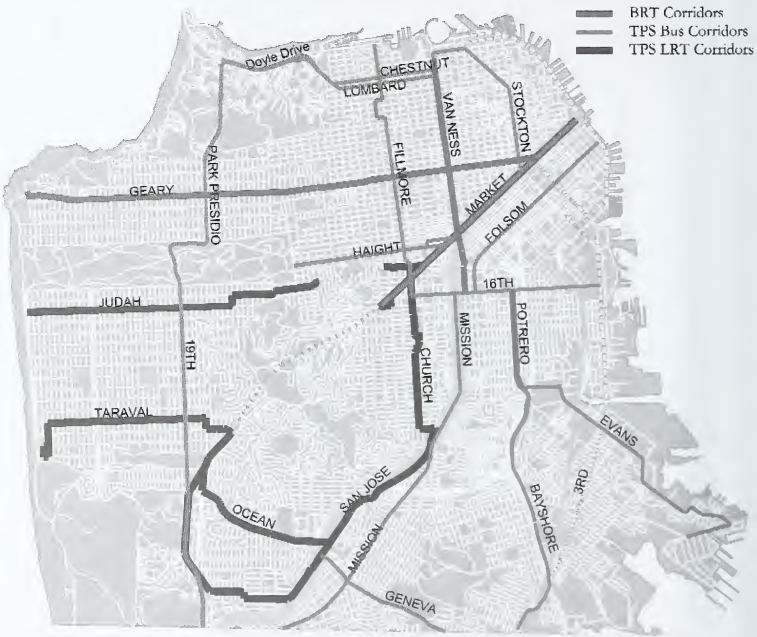
Students leaving school cross the street via a ladder-marked crosswalk.

SFMTA Capital Projects and Programs

	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014-FY2018	Plan Total
Cost							
Equipment Program	$69,414	$82,837	$74,221	$67,825	$33,917	$188,625	$516,840
Facilities Program	$98,524	$122,940	$115,958	$93,277	$7,209	$43,469	$481,379
Fleet Program	$184,425	$140,792	$98,563	$115,134	$36,298	$809,252	$1,384,464
Infrastructure Program	$376,549	$401,951	$499,473	$685,971	$591,980	$1,630,983	$4,186,907
TOTAL COST	**$728,913**	**$748,520**	**$788,216**	**$962,208**	**$669,404**	**$2,672,329**	**$6,569,589**
Revenues							
Equipment Program	$9,643	$10,812	$9,358	$6,020	$150,880	$475,791	$662,504
Facilities Program	$26,978	$27,804	$28,222	$27,750	$7,085	$174,703	$292,542
Fleet Program	$28,486	$55,834	$71,199	$104,865	$58,340	$903,938	$1,222,662
Infrastructure Program	$275,858	$240,048	$618,663	$301,028	$384,195	$1,299,190	$3,118,982
Total Revenues by Capital Program	***$340,966***	***$334,498***	***$727,442***	***$439,664***	***$600,500***	***$2,853,622***	***$5,296,691***
Federal	$70,207	$95,146	$187,287	$222,713	$237,952	$1,292,162	$2,105,468
State	$68,808	$61,800	$305,800	$29,804	$29,808	$131,131	$627,151
Local	$196,358	$177,551	$234,355	$187,147	$332,741	$1,430,328	$2,558,480
Other (Includes Prior Years)	$5,592	$0	$0	$0	$0	$0	$5,592
Total Revenues by Fund Type	***$340,966***	***$334,498***	***$727,442***	***$439,664***	***$600,501***	***$2,853,621***	***$5,296,691***
TOTAL SURPLUS (Shortfall)	**($387,948)**	**($414,022)**	**($60,773)**	**($522,544)**	**($68,903)**	**$181,292**	**($1,272,898)**

C. Public Transportation – Interagency Initiatives

San Francisco is a member (along with San Mateo and Santa Clara counties) of the Peninsula Corridor Joint Powers Board (JPB) which operates Caltrain. Caltrain operates seven days a week, with 29 locomotives and 110 passenger cars serving 32 stations along the 77.2-mile route between San Francisco, San Jose and Gilroy. Within San Francisco, the JPB maintains ten bridges, 5 tunnels, one layover facility, and several miles of rights of way, signalization, and communications systems.



Retaining and expanding transit's share of travel in San Francisco is a major strategic challenge for the city as it grows into the future. In addition to MTA bus, trolley, cable car, and light rail service, this requires coordination and planning with a number of regional transportation authorities including the San Francisco County Transportation Authority (SFCTA), the Peninsula Corridor Joint Powers Board (Caltrain), and the Transbay Joint Powers Authority (TJPA). Major interagency capital projects include implementation of Bus Rapid Transit along Geary Boulevard and Van Ness Avenue, maintenance and operation of Caltrain, and the rebuild of the Transbay Terminal.

The SFCTA administers the Proposition K half-cent local transportation sales tax program, passed by 75% of San Francisco voters in November 2003.

Bus Rapid Transit (BRT)

The City's 2004 Countywide Transportation Plan helps to implement San Francisco's Transit First Policy by funding cost-effective Bus Rapid Transit (BRT) treatments on the city's network of Transit Preferential Streets (TPS, see map on previous page).

BRT is a new mode of transit for San Francisco, developed to deliver many of the benefits of light rail at lower cost with buses. It is a high-quality transit service that reduces travel time, increases reliability, and improves passenger comfort primarily by giving the bus an exclusive lane so it can operate faster and more reliably. Key components of a BRT system include: dedicated lanes or exclusive guideways; modern, low-floor, high-capacity buses; high quality bus stops; streetscape improvements and amenities; improved fare collection; and advanced transit and traffic management systems such as signal priority and real-time information systems.

Computer Rendering of Proposed Van Ness Avenue Bus Rapid Transit

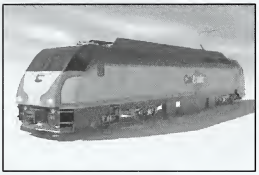
The MTA, SFCTA, and Department of Public Works recently completed feasibility studies for implementing BRT on Van Ness Avenue and Geary Boulevard. Van Ness Avenue is a key north-south spine in San Francisco's transit system while Geary Boulevard is the most heavily used transit corridor in northern San Francisco with almost 50,000 daily riders. Neither line operates quickly or reliably enough to provide rapid travel and effective connections, either to other MUNI routes or regional services such as Caltrain and BART.

Improvements on Van Ness have been prioritized for early funding through the Transportation Authority's 2005 Strategic Plan and Prop K, the 2003 voter-approved transportation sales tax measure. The SFCTA Board also recently approved funding for

preliminary engineering and environmental review (including a no-build option) for the Geary Boulevard corridor. This process began in Winter 2007/08.

Caltrain

Along with San Mateo and Santa Clara counties, San Francisco is a representative member of the Peninsula Corridor Joint Powers Board (JPB) which operates and maintains Caltrain. According to the 1996 Joint Powers Agreement, funding for system-wide capital improvements are shared equally among the three members, while local improvements are, in general, borne by the County partner in which the improvements are located.



Conceptual rendering of a Caltrain rapid electric rail locomotive

As provided for in the following worksheet, the total estimated cost for the ten-year JPB Capital Improvement Program (CIP) is $1.765 billion. This includes basic maintenance and renewal costs as well as major enhancements such as the conversion to an electrified system.

1. Renewals

San Francisco's share for matching and/or funding system-wide improvements, excluding electrification, is anticipated to be $50.6 million over the ten year term of the Plan. In addition, the JPB is seeking a one-time local match of $1.725 million from San Francisco in FY 2009 for an estimated $18 million project to replace three San Francisco bridges at 22nd, 23rd and Paul Avenues. The matching funds will leverage close to $16 million in federal grants. These three San Francisco bridges were given low sufficiency rating by the California Department of Transportation (Caltrans), have reached the end of their useful lives, and are in urgent need of replacement. Construction for this project is currently scheduled to begin in December 2009 and full funding needs to be secured no later than early 2009.

2. Enhancements

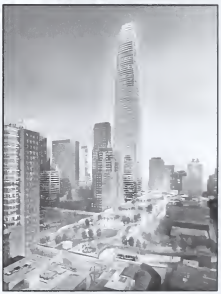
The JPB CIP has included $28 million in San Francisco Regional Transportation Improvement Program (RTIP) and $20.5 million in Proposition K (both in 2001 dollars) in Table 2 as commitments toward the $625 million (in year of construction dollars) Caltrain Electrification Program. The Electrification program is the centerpiece in Caltrain's proposed CIP to transform the system from commuter rail to a state-of-the-art rapid rail system from San Francisco to San Jose through electrification of the main line, installation of catenary poles and wire, utility relocation, vertical clearance improvements and construction of power substations. This will eventually connect with California High Speed Rail projects from

Sacramento to San Diego, allowing travel speeds of up to 220 mph. Work will occur in the next five to eight years and will dovetail with the scheduled replacement of the majority of the fleet with modern, light-weight, and higher speed rolling stock. The total project cost for the Electrification Infrastructure program in year of construction dollars is $625 million, while the replacement of rolling stock is estimated to cost $440 million (in year of procurement dollars).

20 diesel locomotives and 73 gallery cars (2/3rds of the total fleet) are scheduled for replacement in 2014.

Transbay Terminal

The Transbay Terminal project consists of three interconnected elements: (1) replacing the outmoded Transbay Terminal at First and Mission Streets with the modern Transbay Transit Center; (2) extending Caltrain 1.3 miles from Fourth and King Streets downtown into the new Transbay Transit Center at 1st and Mission, with accommodations for future High-Speed Rail; and (3) creating a new transit-friendly neighborhood with 3,460 new homes (35% of which will be affordable), and mixed use commercial development.



The first phase of the project begins with the building of the temporary terminal, commencing in 2008, to serve passengers while the new Transit Center is under construction. Construction of the new landmark Transit Center and complementary Transit Tower is scheduled to begin in 2010 and be completed in 2014. This first phase of the project includes design and construction of the Transit Center building, the rail foundation, bus ramps, and bus storage facilities, and design of the underground rail level component of the Transit Center. The second phase of the project, the construction of the Caltrain Downtown Rail Extension, is estimated to begin in 2012 and be completed and operational by 2018, or earlier, if funding allows.

The Transbay Transit Center will help centralize a fractured regional transportation network by building an intermodal hub that will be used by MUNI, AC Transit, Golden Gate Transit, Caltrain, SamTrans, WestCAT, Greyhound, and Paratransit and will accommodate the future California High-Speed Rail line. By 2020, upwards of 29 million people are estimated to use this 'Grand Central of the West' each year. The new Transit Center will accommodate more than 45 million people, which includes those who come to enjoy the retail component as well as transit passengers. The project's capital cost is estimated at $3.4 billion, escalated to the year of expenditure (YOE). It is funded by local, regional, state and federal funds. The first phase, which completes the above-ground portion of the Transit Center building, is funded at $1.189 billion (YOE).

The TJPA Board expects to revise the project's total cost in the spring or summer of 2008.

On September 20, 2007, the TJPA Board unanimously selected Pelli Clarke Pelli Architects and Hines to design and develop the new landmark Transbay Transit Center and Transit Tower. The TJPA may now enter into exclusive negotiations with the team.

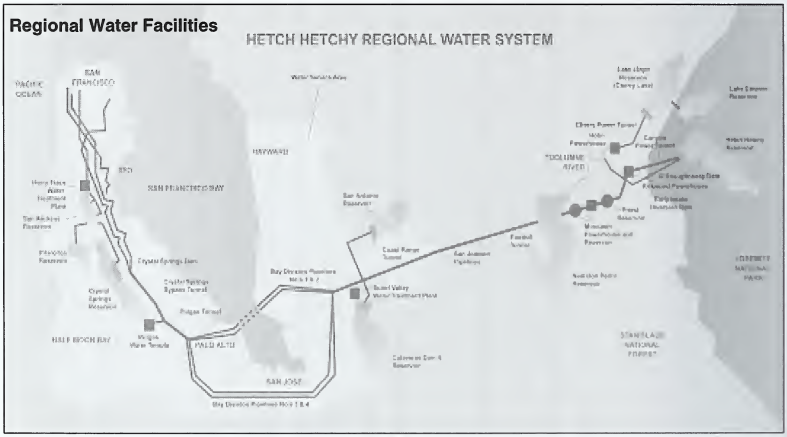
Interagency Transportation Initiatives

Program / Project	Prior Years	FY2009	FY2010	FY2011	FY2012	FY2013	FY 2014-FY 2018	PLAN TOTAL
SPENDING PLAN								
Bus Rapid Transit								
Van Ness BRT	0	11,026	44,955	31,577	0	0	0	87,558
Geary BRT	2,308	0	3,692	140,000	72,000	0	0	218,000
Caltrain								
Replace SF Bridges - 22nd, 23rd, and Paul Ave	3,000	18,000	0	0	0	0	0	21,000
Rolling Stock Replacement	1,251	64,958	124,284	130,532	93,375	18,100	7,500	440,000
Electrification Infrastructure	30,975	33,325	108,589	182,714	143,577	91,250	34,570	625,000
Other	145,303	132,571	258,375	292,190	198,524	28,946	58,750	969,356
Transbay Terminal - Phase 1								
Phase I	131,014	131,055	233,825	219,542	208,524	185,450	79,394	1,188,804
Phase II	80,485	132,329	0	0	175,054	10,802	2,018,526	2,417,196
TOTAL	**394,336**	**523,264**	**773,720**	**996,555**	**891,054**	**334,548**	**2,198,740**	**5,966,914**
REVENUES								
Local - SF Prop K	97,657	38,724	14,555	23,998	15,399	9,983	30,432	224,620
Local - Transbay TDRs & Land Sales	0	29,061	155,223	146,932	80,151	0	427,800	839,167
Regional - Caltrain (SMCTA, VTA, ACE & Bridge Tolls)	99,071	84,603	103,953	171,280	121,277	45,911	185,588	712,612
Regional - Transbay (SMCTA, Bridge Tolls, Lease, Other)	129,315	12,244	50,121	43,231	91,988	35,356	25,347	387,602
State	27,346	93,638	42,750	66,950	108,610	43,650	76,250	439,239
Federal	107,400	47,200	51,374	102,072	125,999	244,664	646,079	1,236,831
TOTAL	**460,789**	**305,470**	**417,976**	**554,463**	**543,424**	**379,564**	**1,391,496**	**3,840,071**
Annual Surplus (Shortfall)	66,453	(217,794)	(355,744)	(442,093)	(347,630)	45,016	(807,244)	(2,126,843)
Cumulative Surplus (Shortfall)		(151,341)	(507,085)	(949,178)	(1,296,808)	(1,251,792)	(914,273)	

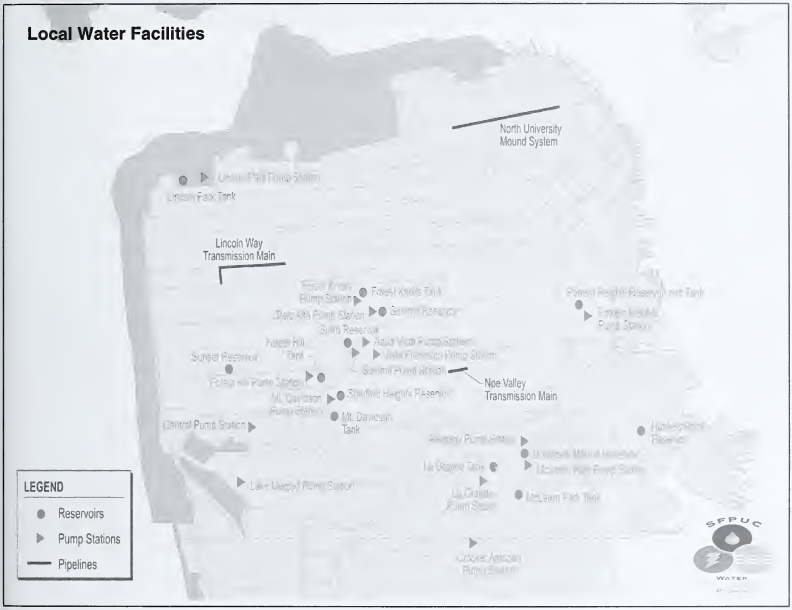
D. Public Utilities Commission

The San Francisco Public Utilities Commission (SFPUC) provides water, wastewater, and municipal power services to San Francisco. Under contractual agreement with 28 wholesale water agencies, the SFPUC also supplies water to 1.6 million additional customers within three Bay Area counties. The SFPUC system provides four distinct services: Regional Water, Local Water, Wastewater (collection, treatment and disposal), and Power. The SFPUC is presented here in four chapters, one for each distinct service.

Regional Water Facilities



Local Water Facilities



D. Public Utilities Commission – Special Projects

A. Proposed San Francisco Public Utilities Headquarters

Proposed PUC administration building at 525 Golden Gate Avenue

In June 2000, the City acquired the land and building at 525 Golden Gate Avenue from the State of California and in June 2006, the Board of Supervisors authorized the transfer of the property to the SFPUC to develop office space.

The total estimated project costs for the new administration building at 525 Golden Gate Avenue is $190,600,000 including $9,900,000 for land and entitlement acquisition costs

The new building consist of 12 floors with approximately 258,214 square feet of space, and will include "green building" features such as solar panels, wind turbines and a water recycling system. Construction of the new building is expected to be completed by June 2010.

B. Redevelopment of Treasure & Yerba Buena Islands

Aerial view of Treasure and Yerba Buena Islands

On October 1, 1997, concurrent with the operational closure of Treasure Island Naval Station, the City entered into a Cooperative Agreement (CA) with the Navy, in which the City, agreed to take responsibility for caretaker services on Treasure Island ("TI") and Yerba Buena Island ("YBI").

Since the signing of the CA in 1997, the SFPUC has been providing utility O&M services at TI and YBI. The services apply to the potable water, steam, wastewater, storm water, electrical and natural gas utility systems. The Navy established the utility rates in 1997 when the CA was signed and remain unchanged to date. According to the terms and conditions of the CA, revenues collected from utility sales must be used to balance all O&M costs.

The conveyance of TI/YBI, including utilities and facilities serving and located outside of TI/YBI, from the Navy to the City has been expected since 2005. Based on the overall preliminary development schedule for TI/YBI, it is anticipated that the existing utility systems will be replaced in phases within 3 to 10 years after conveyance of the property. This new development presents an opportunity for the City to shape a new electric utility for TI/YBI.

Capital costs ($41.2 million) over the ten-year period include:

- Electrical services – SFPUC staff has developed a work plan for creating a public power utility on TI and YBI. The electric redevelopment projects included in the work plan, together with safety and lighting improvements total $21.5 million.

- Water services – The construction of the new Bay Bridge presents the need and the opportunity to move and reconstruct certain water lines serving TI/YBI at an estimated cost of $12.3 million.

- Wastewater services – The construction of the new Bay Bridge presents the need and the opportunity to move and reconstruct certain wastewater lines serving TI/YBI at an estimated cost of $3.0 million.

- Wastewater renewal and replacement – Continuing reliable, high quality wastewater services in compliance with regulations requires an estimated $4.4 million in capital improvements.

Phase I of Treasure Island redevelopment (scheduled for 2009-2013) will make island-wide infrastructure improvements including upgrades to the island's electric, water, sewer, and stormwater distribution systems.

Public Utilities Commission Special Projects

Program/Project	Prior Years	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014 - FY2018	PLAN TOTAL
Costs								
525 Golden Gate Admin Bldg	**43,400**	**147,200**						190,600
Treasure Island								
Power Enterprise			7,730	4,350	6,700	2,750		21,530
Water Enterprises			480	11,800				12,280
Wastewater Enterprise			742	4,920	1,165	550		7,377
Treasure Island Total		**0**	**8,952**	**21,070**	**7,865**	**3,300**	**0**	41,187
Special Projects Total	**43,400**	**147,200**	**8,952**	**21,070**	**7,865**	**3,300**	**0**	231,787
Revenues								
C.O.Ps/Rent Savings		130,600						130,600
Other - Surplus Property Sale		16,600						16,600
Other - Developer Fees			8,952	21,070	7,865	3,300		41,187
Revenues Total	**43,400**	**147,200**	**8,952**	**21,070**	**7,865**	**3,300**	**0**	231,787

D. Public Utilities Commission—Water System Improvement Program

A. Water System Improvement Program Highlights

The San Francisco Public Utilities Commission (SFPUC) has embarked on a multi-billion dollar, multi-year capital program to rebuild its water system. The Water System Improvement Program (WSIP) will deliver capital improvements that enhance the SFPUC's ability to provide reliable, affordable, high quality water to its 2.4 million customers in an environmentally sustainable manner.

A break in the San Joaquin pipeline shows the need for the WSIP

In October 2004, the SFPUC General Manager ordered a thorough review of the 2002 CIP in order to ensure system-wide integration of the projects within the program. This effort provided the groundwork for a revised capital improvement program, resulting in the refinement of program objectives, the development of Level of Service (LOS) goals and the renaming of the CIP to the Water System Improvement Program (WSIP).

In early 2005, the SFPUC hired Parsons Water & Infrastructure, Inc. with CH2M Hill to provide program, project, and preconstruction management services on the WSIP. Their first task was to provide an independent assessment of the WSIP relative to the adopted Level of Service (LOS) goals, the results of which they published on October 21, 2005. Building from their recommendations, the Commission formally adopted a revised program on November 29, 2005. This set the stage for a new program baseline from which to measure WSIP progress. The revised program is included in this 10 Year Capital Plan.

The WSIP describes levels of service, scope, schedule, and the projects that fulfill them. The objectives of the program are to:

The new 300kW standby generator at the Millbrae Maintenance Yard reduces the potential for service interruption and increases the system's reliability.

(1) Furnish system improvements to provide high quality water that reliably meets current and foreseeable local, state, and federal requirements.

(2) Reduce vulnerability of the water system to damage from earthquakes.

(3) Increase reliability of the system to deliver water by improving redundancy needed to accommodate planned outages for maintenance and unplanned outages resulting from facility failure.

(4) Provide near-term improvement of water supply/drought protection.

(5) Set forth long-term water supply/drought management options for technical evaluation, cost analysis, and environmental review.

(6) Enhance sustainability through improvements that optimize protection of the natural and human environment.

(7) Provide improvements resulting in a cost-effective fully operational water system.

The Commission provided direction on specific level of service goals for water quality, seismic reliability, delivery reliability, and water supply. These levels of service goals were the basis for developing the scope and magnitude of projects comprising the WSIP.

B. Regional and Local Projects

The WSIP includes projects within San Francisco that are part of the local water system and projects in the San Joaquin, Sunol Valley, Bay Division, Peninsula, and San Francisco regions that are part of the regional water system. The following list shows some of the various projects that comprise the WSIP.

Regional Projects	
San Joaquin	Tesla Portal Disinfection Station Lawrence Livermore Supply Improvements San Joaquin Pipeline System Tesla Treatment Facility
Sunol Valley	SVWTP – Expansion & Treated Water Reservoirs Calaveras Dam Replacement Irvington Tunnel Alameda Siphon Upgrade San Antonio Pump Station Upgrade Pipeline Repair and Readiness Improvements Standby Power Facilities - Various Locations Alameda Creek Fishery Enhancement
Bay Division	installation of SCADA Ph 2 & System Security BDPL #4 Condition Assessment PCCP Sections BDPL #3 & 4 Upgrade @ Hayward Fault Bay Division Reliability Upgrade-Tunnel/Pipeline BDPL 3 & 4 Crossovers SFPUC/EBMUD Intertie
Peninsula	Cross Connection Controls Pulgas Balancing Reservoir Rehabilitation Crystal Springs/San Andreas Transmission Upgrade Capuchino Valve Lot Improvements Baden and San Pedro Valve Lots Improvements HTWTP Short-term Improvements HTWTP Long-term Improvements New Crystal Springs Bypass Tunnel Adit Leak Repair - Crystal Springs/Calaveras Lower Crystal Springs Dam Improvements Crystal Springs No. 2 Pipeline Replacement San Andreas No. 3 Pipeline Installation Sunset Reservoir – North Basin University Mound Reservoir - North Basin
Water Supply	Groundwater Projects Recycled Water Project SF Bay Desalination
Miscellaneous Projects	Program Environmental Impact Report Watershed and Environmental Improvement Program

A new fourth Alameda Siphon in Sunol Valley will be seismically upgraded as it crosses the Calaveras earthquake fault line.

San Francisco Projects	
Reservoirs	Summit Reservoir Rehabilitation New Northwest Reservoir Hunters Point Reservoir Rehab & Seismic Upgrade Stanford Heights Reservoir Rehabilitation Potrero Heights Reservoir Rehabilitation Sutro Reservoir Rehab & Seismic Upgrade
Pump Station / Tanks	Crocker Amazon Pump Station Upgrades Lake Merced Pump Station Essential Upgrade La Grande Tank Seismic Upgrade Forest Hill Tank Rehab & Seismic Upgrade Forest Hill Pump Station Upgrades Forest Knolls Pump Station Upgrades Forest Knolls Pump Station Upgrades McLaren Park Pump Station Upgrades Mount Davidson Pump Station Upgrades Palo Alto Pump Station Upgrades Sky View - Aqua Vista Pump Station Upgrades Summit Pump Station Upgrades McLaren #1 Tank Rehab & Seismic Upgrade Potrero Heights Tank Seismic Upgrade Forest Knolls Tank Seismic Upgrade Lincoln Park Tank Seismic Upgrade McLaren #2 Tank Rehab & Seismic Upgrade Mount Davidson Tank Seismic Upgrade La Grande Pump Station Upgrades Potrero Heights Pump Station Upgrades Vista Francisco Pump Station Upgrades
Pipeline / Valves	North University Mound System Upgrade Key Motorized and Other Critical Valves Sunset Circulation Improvements Lincoln Way Transmission Line Noe Valley Transmission Main, Phase 2 East / West Transmission Main Fulton @ Sixth Ave - 30" Main Replacement
Miscellaneous Projects	Vehicle Service Facility Equipment Safety Upgrade Fire Protection @ CDD

The Merced Manor Reservoir upgrade project was completed in Spring 2006

C. WSIP Facility Capital Funding Summary

The ten-year capital plan includes a total of $3.275 billion over the remaining six years of the Water System Improvement Program.

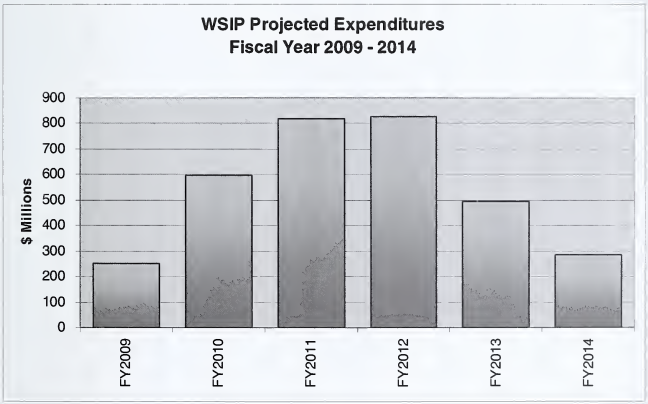
The total cost of the program increased from the December 2005 estimate of $3.791 billion to $3.929 billion (excluding financing costs). The increase costs were for Right of Way (ROW), delivery and construction costs.

The ROW budget increased by $34 million as it was underestimated in the December 05 budget. This is to a due to the fact that many projects were still at the alternative analysis phase and were not developed enough to identify all our land acquisition needs.

Program management, project management, and various environmental costs increase $80 million.

Construction cost of various projects increased $24 million as projects were realigned and underwent value engineering. The three projects with the greatest cost increases are the Bay Tunnel, the Calaveras Dam Replacement, and the New Irvington Tunnel Projects.

As shown in the following table, estimated spending will grow over the next three years and will more than double between FY 2009 and FY 2010; from $251 million to a peak of $827 million in FY 2012. Financed through water revenue bonds, the program is scheduled to be completed in FY 2014.



PUC Water System Improvement Program (WSIP)

Program/Project	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014 - FY2018	PLAN TOTAL
Costs							
Regional Program	199,379	526,512	758,089	789,686	489,406	285,941	3,049,013
San Francisco Local Program	51,988	72,189	59,767	37,383	4,797	0	226,125
WSIP Total [1]	**251,367**	**598,701**	**817,856**	**827,069**	**494,203**	**285,941**	**3,275,137**
Revenues							
Federal	0	0	0	0	0	0	0
State	0	0	0	0	0	0	0
CCSF GO Bond/COPS	0	0	0	0	0	0	0
Revenue Bonds [2]	251,367	598,701	817,856	827,069	494,203	285,941	3,275,137
Other	0	0	0	0	0	0	0
Revenues Total	**251,367**	**598,701**	**817,856**	**827,069**	**494,203**	**285,941**	**3,275,137**
Shortfall	**0**	**0**	**0**	**0**	**0**	**0**	**0**
To be funded with debt, additional revenues, and/or deferring expenditures							

Notes

[1] *Total reflects project costs and excludes financing costs.*

[1] *Total WSIP cost estimate = $3,929,344,374 excluding financing costs.*

[2] *Presentation is on a fiscal year basis. Does not represent actual schedule for debt issuance.*

D. Public Utilities Commission—Water Enterprise Facilities

A. Water Enterprise Facility Highlights

The Water Enterprise (WE) of the San Francisco Public Utilities Commission is responsible for the distribution of high quality water to San Francisco Customers. The Enterprise operates and maintains the following facilities:

Irvington Tunnel

- Three Yards
- 30 Chemical Stations (chlorination stations, aeration facilities, fluoride station, alum treatment plant and Thomas Shaft).
- 24 Pipelines or related facilities
- 26 Pump Stations
- 29 Dams and Reservoirs
- 9 Tanks
- 11 Tunnels
- 28 Valve Lots
- Two Water Treatment Plants

The maps at the beginning of the Water System Improvement Program show the location of the major facilities.

1. **Renewal / Replacement Program**

   The Water Enterprise Renewal and Replacement (R&R) Program's annual funding is $25 million. The proposed R&R Program includes projects to keep the water systems operational with the goal of reaching a state of good repair. The ten-year capital plan includes R&R projects such as:

   - **Transmission Lines and Bypass Valve Program.** This program is a multi-year program to repair or replace several existing transmission main lines and bypass valves that are nearing the end of their life.
   - **Pre-stressed Concrete Cylinder Pipe Replacement Program.** This program will replace approximately 30 miles of pipeline.
   - **Watershed and Facilities Fence Construction Program.** This is an on-going program to construct or reconstruct two to five miles of fencing annually (of approximately 1,000 miles of total fencing). The fencing protects watershed lands, right-of-ways, and water system facilities from vandalism, trespassing, or encroachments. The fencing will also preserve water quality by protecting watershed riparian zones and restricting cattle access to water bodies.

- **Meter Replacement, Distribution Main Replacement, New Services and Meters, Water Main Extensions**

2. **Capital Program (FY2009 – FY2018)**
   The ten year plan proposes investments in addition to R&R spending on projects such as:

   - **San Antonio Reservoir Oxygenation System:** Construction of this facility will allow oxygen to be distributed to the reservoir, providing multiple beneficial water quality enhancements. Final installation and testing of the facility is planned to be completed by December 2008.

San Antonio Pump House

   - **Corrosion Protection Plan for Steel Transmission Lines in San Francisco:** CDD has started a corrosion protection plan for steel transmission mains (20" and larger) in the City. The cost of this program is estimated at $400,000 per mile compared to replacement cost of $5 million per mile, with much less impact on our streets and neighborhoods.

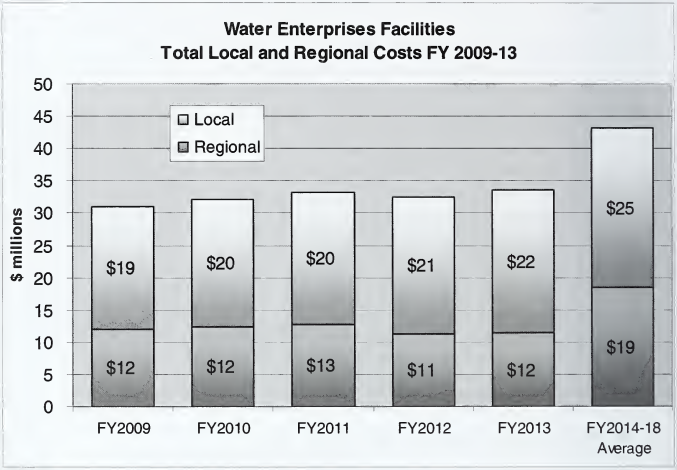
   - **Automated Meter Reading System** – SFPUC is developing an Automated Water Meter Reading System. The automated system will enhance functionality and customer benefits including elimination of field visits, access to increased customer usage information, tamper/theft detection, flow profiling, and leak detection. The estimated cost of this project is $58.7 million.

B Water Enterprise Capital Funding Summary

The ten-year capital plan includes total estimated project costs for the Water Enterprise of $378.4 million. Investments over the next ten-years, divided between regional and local needs, are shown on the following table.

Regional	(millions)
Communications/Security/Misc	$10.5
Storage	$35.3
Treatment Facilities	$32.5
Water Conveyance/Transmission System	$36.7
Watershed (Roads/Right of Way)	$33.0
Total	**$148.0**
Local	
Water Conveyance /Distribution System	$219.6
Communications/Security/Misc	$ 66.8
Total	**$286.4**

As shown in the graph below and the table at the end of this chapter, regional spending will grow over the next several years from $12 million in FY 2009 to an average of nearly $19 million per fiscal year in the final five years of the ten-year plan. Local Water Conveyance/Distribution Improvement costs over the same period increase at a rate of 4% per year.



The ten year plan identifies capital investment needs that will be financed with a combination of existing water revenue bonds and/or additional revenues. If revenues are not available, projects will be deferred.

The Water Enterprise is currently developing an Asset Management Plan to identify and evaluate capital, repair and replacement, and maintenance needs throughout the water delivery system. This program will provide a more accurate picture of true long-term capital needs in the system beyond those addressed by the WSIP. Preliminary results of this analysis are expected in 2008.

PUC Water Enterprise

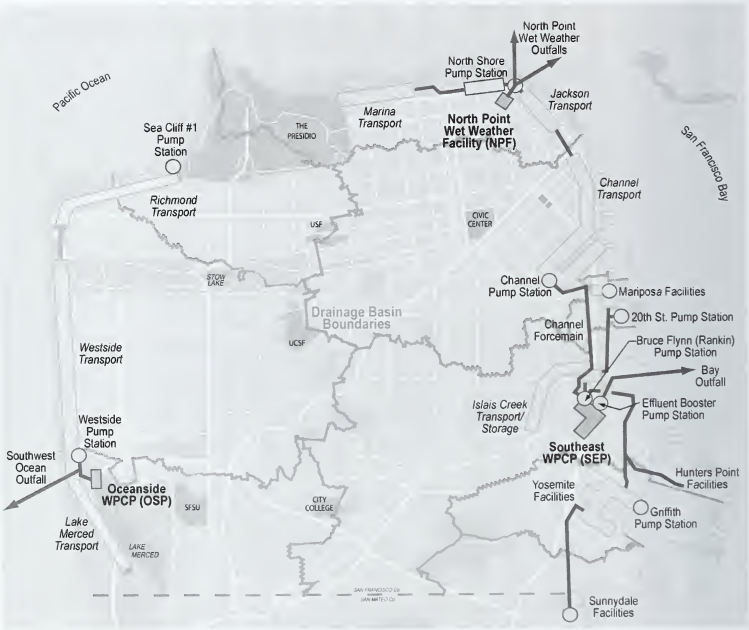
Program/Project	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014 - FY2018	PLAN TOTAL
Regional Costs							
Communications/Security/Miscellaneous	1,500	1,000	1,000	1,000	1,000	5,000	10,500
Storage	500	2,080	2,163	0	0	30,600	35,343
Treatment Facilities	1,955	3,000	3,000	3,500	3,500	17,500	32,455
Water Conveyance/Transmission System	3,710	3,120	3,245	3,375	3,510	19,769	36,728
Watershed (Roads/Right of Way)	0	3,120	3,245	3,375	3,510	19,769	33,018
Regional Total [1]	**7,665**	**12,320**	**12,653**	**11,249**	**11,519**	**92,639**	**148,045**
Local Costs							
Water Conveyance /Distribution System	21,488	18,720	19,469	20,248	21,057	118,616	219,598
Pump Stations	0	0	0	0	0	0	0
Storage	0	0	0	0	0	0	0
Communications/Security/Miscellaneous	17,294	37,001	3,243	3,310	1,000	5,000	66,848
Local Total [1]	**38,782**	**55,721**	**22,712**	**23,558**	**22,057**	**123,616**	**286,446**
Revenues							
Federal	0	0	0	0	0	0	0
State	0	0	0	0	0	0	0
Revenue Bonds [2]	0	36,001	2,243	2,310	0	0	40,554
Revenue	46,447	32,040	33,122	32,497	33,577	216,255	393,936
Other	0	0	0	0	0	0	0
Revenues Total	**46,447**	**68,041**	**35,365**	**34,807**	**33,577**	**216,255**	**434,491**
Shortfall	**0**	**0**	**0**	**0**	**0**	**0**	**0**
To be funded with debt, additional revenues, and/or deferring expenditures							

Notes

[1] *Total reflects project costs and excludes financing costs.*

[2] *Presentation is on a fiscal year basis. Does not represent actual schedule for debt issuance.*

D. Public Utilities Commission—Wastewater Enterprise Facilities



D. Public Utilities Commission—Wastewater Enterprise Facilities

The Wastewater Enterprise (WWE) is responsible for the operation, maintenance, capital improvements and repair/replacement of the following wastewater facilities and assets.

- Southeast Water Pollution Control Plant
- Bruce Flynn Pump Station
- Oceanside Water Pollution Control Plant
- Westside Pump Station
- Zoo Wet Weather Lift Station
- North Point WWF & North Shore Pump St
- Channel Pump Station & Transport
- Southeast Booster Pump Station
- Griffith Pump Station
- Hudson Avenue Pump Station
- Mariposa Pump Station & Transport
- Palace of Fine Arts Pump Station
- Pine Lake Pump Station
- Sea Cliff #1 Pump Station
- Sea Cliff #2 Pump Station
- Tennessee Pump Station
- 20th Street Pump Station
- Merlin/Morris Pump Station
- Chavez/Army Circle Lift Station
- Geary Expressway Lift Station
- Sunnydale PS & Transport
- Rankin Wet Weather Lift Station
- Richmond Chemical Station
- Berry Pump Station
- Richmond Transport
- North Shore Transport
- Islais Creek Transport
- Westside Transport
- Marina Transport
- Jackson Transport
- Yosemite Transport
- Hunters Point Transport
- 900 Miles of Sewers
- 3 Ocean/Bay Outfalls
- 36 Overflow Structures
- Southeast Community Facility

Wastewater Enterprise Highlights

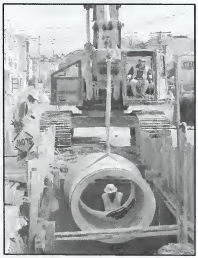
The Wastewater Enterprise (WWE) consists of wastewater treatment, effluent discharge, and bio-solids disposal and includes three wastewater treatment facilities, 900 miles of sewers, and numerous pump stations and transport facilities.

The ten-year capital plan includes total estimated project costs for the WWE of $3.04 billion between FY2009 and FY2018. Estimated capital investments over the ten-year period are presented in the following areas:

- Odor Control ($15.2 million)
- Treatment Facilities ($2,206 million)
- Pump Stations ($14.7 million)
- Sewer System ($798 million)
- Master Plan ($5.5 million)

In 2007, the WWE completed a number of major activities including an upgrade of the North Point Wet Weather Facility ($30M), the draft of the Wastewater Master Plan for the next 30 Years ($25.4M for planning), and implemented the third year of the 5-Year CIP to address Flooding, Aging Infrastructure, and Odors ($150 million for the total program). WWE expects to make significant future investments to ensure and meet:

- Public health and safety
- Customer, storm water, and odor control needs (levels of service)
- Infrastructure reliability
- Future regulatory requirements
- Environmental justice



Sewer Line Replacement

1. Renewal Program (FY2009 – FY2018) – $233 million

The recommended renewal investment is estimated to cost $18.5 million for the next fiscal year and increase to $28.7 million by FY 2018. This program includes two major categories: sewer replacements ($12.4 million for FY 2009 increasing 5% each year thereafter) and treatment facilities ($6.1 million for FY 2009 and increasing 5% each year through FY 2018). The WWE has been replacing approximately four to five miles of sewers at an annual cost of approximately $20 million. WWE's goal is to accelerate the current 200-year sewer replacement rate until the sewers are replaced once every 100 years.

The treatment plant renewal program (currently $6 million annually) includes projects to keep the wastewater systems operational with the goal of reaching a state of good repair.

2. Capital Improvement Program (FY2009 – FY2013) – $1.041 billion

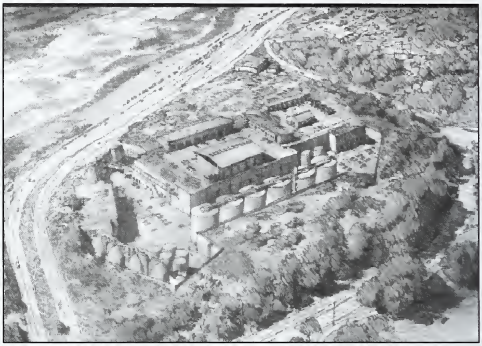
A portion of the 10-Year plan proposes the investment of $1.041 billion towards capital improvements of the sewer system. The scope of the capital investments in

the next four years are divided amongst two groups of projects: (1) Sewer Improvement projects to expand the ability of the system to collect and convey wastewater, and (2) Aging Infrastructure and Odor Control to replace/renew old structures and maximize control of odors. The following table lists some of the projects and the associated costs.

Projects	$ (millions)
Mission & Mt. Vernon Sewer Improvements Phase 1	$13.4
Brotherhood Way Sewer Improvement	$2.6
Phelps / Topeka / Pomona Sewer Replacement	$2.2
Staples / Hazelwood / Montecito Sewer Improvement	$4.0
Cesar Chavez Sewer Improvements, Phase 1	$11.0
Sunnydale Auxiliary Sewer	$28.5
Alemany & Sickles Sewer Improvements	$2.2
Ocean Avenue Sewer Improvement	$1.0
Mission/Cesar Chavez Sewer Improvements Phase II	$15.0
Upper Richmond Drainage Basin Improvements	$7.0
Lake Merced Drainage Basin Improvements	$15.0
Channel/SOMA Drainage Basin Improvements	$8.0
Critical Sewers Rehabilitation	$5.0
SEP Solids and Gas Handling Improvements 1 and 2	$14.8
Oceanside WPCP HVAC Improvements	$19.0
OSP Digester Mixing Improvements	$3.0
Major Electrical and Mech. Equipment Replacement	$3.6
SEP 010 Receiving Station and Lift Station Odor Control	$6.3
Channel PS Odor Control	$12
WWE Facility Security Improvement	$5.0
SEP Sewer Odor Control Improvement	$5.0
PS Electrical/Mechanical/FM Improvements	$5.0
Channel FM (4th Street to NP Main)	$10.0
Mariposa Pump Station Improvements	$5.0
SEP Major Mechanical and Electrical Reliability	$5.0
Channel PS Improvements Phase 2 and 3	$15.0
Master Plan Treatment Facilities	$694.0
Master Plan Sewers	$124.0

3. **Capital Improvement Program (FY20014 – FY2018) - $1.765 billion**
   The second half of the ten-year plan proposes $ 1.765 billion in investments that will focus on projects from the Wastewater Master Plan. The project categories will be similar to the first half of the Plan.

4. **Deferred Projects**
   Since the Wastewater Master Plan will encompass all capital and emerging needs for the next 30 years, the deferral of projects is not anticipated. Capital investments will be financed with a combination of revenue bonds and/or additional revenues.



Artist Rendering of the Oceanside Treatment Plan

PUC Wastewater Enterprise

Program/Project	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014 - FY2018	PLAN TOTAL
Costs							
Wastewater Master Planning	5,500	0	0	0	0	0	5,500
Odor Control	2,717	7,500	5,000	0	0	0	15,217
Treatment Facilities	4,188	106,485	206,861	138,550	334,889	1,415,211	2,206,183
Pump Stations	2,150	7,500	5,000	0	0	0	14,650
Miscellaneous	0	0	0	0	0	0	0
Sewer/Collection System	24,699	64,020	71,298	53,562	103,566	480,841	797,986
Wastewater Total [1]	**39,254**	**185,505**	**288,159**	**192,111**	**438,455**	**1,896,052**	**3,039,536**
	0	0	0	0	0	0	0
Revenues	0	0	0	0	0	0	0
Federal	0	0	0	0	0	0	0
State	0	0	0	0	0	0	0
Revenue Bonds - 5-yr CIP [2]	20,755	26,000	0	0	0	0	46,755
Revenue Bonds - Master Plan [2]	0	119,122	216,829	90,925	309,771	1,623,949	2,360,596
Revenue	18,499	19,425	20,396	21,416	22,487	130,467	232,690
Other	0	0	0	0	0	0	0
Revenues Total	**39,254**	**164,547**	**237,226**	**112,341**	**332,257**	**1,754,416**	**2,640,041**
	0	0	0	0	0	0	0
	0	0	0	0	0	0	0
Shortfall	**0**	**(20,958)**	**(50,934)**	**(79,770)**	**(106,197)**	**(141,636)**	**(399,495)**
To be funded with debt, additional revenues, and/or deferring expenditures							

Notes

[1] *Total reflects project costs and excludes financing costs.*

[2] *Presentation is on a fiscal year basis. Does not represent actual schedule for debt issuance.*

A. Hetchy Power (Power Enterprise)

The core business of the Hetchy Power Enterprise is to provide an adequate and reliable supply of electric power to meet the electricity needs of the City and County of San Francisco's customers. In addition, it must satisfy the municipal loads and agricultural pumping demands of the Modesto and Turlock Irrigation districts consistent with prescribed contractual obligations and federal law.

The ten-year capital plan includes total estimated project costs for the Hetch Hetchy Power Enterprise of nearly $1.25 billion between FY2009 and FY2018.
The capital investments will be financed with a combination of revenue bonds and/or additional revenues. Projects will be deferred if revenues are unavailable.

Streetlight powered by Hetch Hetchy Water and Power

1. **Streetlighting – $34.2 million**
   There are approximately 42,000 streetlights located in San Francisco. The Power Enterprise provides power to all 42,000 streetlights, maintains approximately 22,000 streetlights owned by the City, and coordinates the maintenance of approximately 20,000 streetlights owned by Pacific Gas & Electric (PG&E).

   The Power Enterprise is in the process of performing an assessment of the existing streetlight system, particularly City-owned facilities over sixty years old, and preparing a retrofit/replacement program that will include specific recommendations, strategies for capital recovery, and an implementation schedule. These assessments and the resulting construction are estimated to cost $34.2 million over the 10-year period.

2. **Transmission and Distribution – $734.2 million**
   Transmission and distribution ("T&D") projects are defined as 12 kV service voltages and higher. These projects address the SFPUC's ability to assess and develop City-owned transmission and distribution assets as well as evaluate its reliance on assets owned by a third party. T&D projects support the SFPUC's responsibility to provide long-term electric reliability options and services for the City. These projects are estimated to cost $734.2 million over the ten-year period and include:

   - A condition assessment of the existing third party T&D systems and ultimate construction, estimated to cost $529.0 million.

- Construction and ownership of new T&D systems where power can be taken at a higher (or primary service) voltage and then stepped down to a lower (or secondary service) voltage, estimated to cost $201.7 million.

- T&D renewal and repair program efforts, estimated to cost $3.5 million.

3. Generation – $459.2 million

In order to deliver electricity as a commodity to its customers, the Power Enterprise relies on its power purchases from the Hetch Hetchy hydroelectric powerhouses as well as third party purchases. The Power Enterprise is continuously researching and developing new electricity generation resources to provide clean, local generation where it is needed and ensuring reliable power services. Costs over the next 10 years are projected at $459.2 million. This includes both renewable energy projects and strengthening local electric reliability.

In accordance with expressed policy by the Board of Supervisors and voters, the Power Enterprise is considering an Ocean Power Project to generate renewable energy for use in municipal facilities. The scale of this project is a key determinant of the Power Enterprise's future capital requirements, and is dependent upon sufficient net revenues. These projects are estimated to cost $109.2 million over the 10-year period.

The Power Enterprise is also developing three new combustion turbine power plants in support of adopted policies for strengthening local electric reliability while facilitating closure of old polluting local power plants and improving both environmental justice and air quality in the southeast communities. This project is estimated to cost $350 million with construction anticipated to start in fiscal year 2009.

Moscone Center Solar Installation

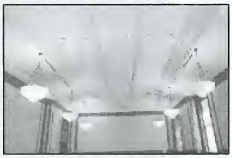
Lastly, the SFPUC is examining a number of ways to increase the generation of renewable power. In particular, the Power Enterprise is seeking sites to develop large solar farms to generate up to 5 MW of solar power. The model for development is straight power purchase agreements, where the Power Enterprise agrees to purchase power and the developer owns and operates the system, thereby minimizing the Enterprise's upfront capital costs. Ownership of the facility would transfer to the City after the developer recovers its costs and earns a reasonable rate of return

4. Energy Efficiency – $25.4 million

Energy efficiency expenditures and investments are an important element of an electric utility's resource portfolio. Energy efficiency reduces facility-operating costs and thereby electric bills for customers, often improves system functionality, and reduces the environmental impact of energy use.

The Power Enterprise manages Energy Efficiency programs totaling $25.4 million, including:

- $15.9 million in expenditures anticipated over the next 10 years for the Clean Energy/Clean Air program,
- $3.7 for new construction design review,
- $3.3 million for General Fund Department Energy Efficiency Retrofits, and
- $2.5 million for other Energy Program special projects such as the development of Treasure Island.



New energy efficient lighting at City Hall

B. Hetchy Water and Wholesale Power

Hetchy Water operates the Hetch Hetchy Reservoir, the main source of water for the Hetch Hetchy system. In addition, Hetchy Water is responsible for the operation, maintenance, and improvements of smaller dams and reservoirs, water transmission systems, power generation facilities and power transmission assets, including transmission lines to the Newark substation.

Hetchy Water's proposed ten-year capital plan includes investments of $312.1 million. The capital investments will be financed with a combination of revenue bonds and/or additional revenues. If revenues are not available, projects will be deferred.

1. Communications/Security/Miscellaneous – $7.5 million

Capital investment for Communications and Security ($7.5 million) are needed over the next ten years to assist in the operations of the Water and Power System. One project currently planned is to replace the current SCADA system, which is out dated and does not meet Hetchy Water needs.

The capital plan also includes developing a new microwave communication system by 2009. Hetchy Water is installing a multi-fiber communication link from Moccasin to the Powerhouses and the Switchyard at Intake, as a backup communication system to microwave. Due to the critical communication needs at these remote powerhouses, this redundant communication link is part of the ten-year plan.

2. **Reservoirs/Dams – $34.2 million**

Capital investments in Reservoirs/Dams are anticipated to cost $34.2 million over the next ten years. Projects include work at Cherry, Eleanor and Hetch Hetchy reservoirs, dams and regulating reservoirs including Moccasin and Priest. Other projects include:

- **O'Shaughnessy Dam:** Improvements are needed for the isolation of the water from the lower discharge points at the dam into the Canyon tunnel. This project includes the design and installation of a new isolation valve on the main discharge pipe coming from the reservoir through the diversion tunnel at the base of the dam. Other improvements at the dam include the renewal or replacement of the existing discharge valves and isolation gates in the dam. The existing flood control drum gates on the dam are in need of a major renovation including coating and significant structural improvements. These improvements will ensure continued safe and effective operation well into the future.

O'Shaughnessy Dam

- **Cherry Reservoir Improvements:** This is a multi-year project for general improvements to the dam, spillway, roadways, valve house, valves and operators, and other appurtenances associated with Cherry Reservoir.

- **Eleanor Dam:** The road surface of the dam has deteriorated excessively due to periodic events of exceptionally high inflows. This project will allow resurfacing of the top of the dam as well as improvements to the capacities of the release valves. Increased release capacity will allow greater regulating control of this reservoir, ultimately reducing the number of events when the dam is overtopped.

- **Moccasin Reservoir Gate Tower:** Moccasin Gate Tower 1, 2, and 3 are 80 years old and in need of a seismic upgrade and other improvements such as upgrading the bird sprinkler systems to improve water quality in the reservoir.

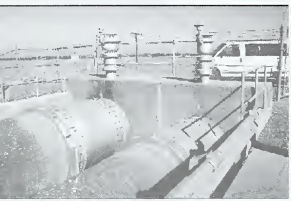
3. **Water Transmission – $173.2 million**

Capital investments in Water Transmission are anticipated to cost over $173.2 million over the next ten years. Projects include work on the San Joaquin Pipelines, Mountain Tunnel, Foothill Tunnel and Coast Range Tunnel. Cost estimates for work at Coast Range Tunnel have not been computed as of this date. Projects include:

- **Mountain Tunnel:** Mountain tunnel has been in-service continually for 80 years. Recent inspections have shown repair work needed over nine miles of lined

sections of tunnel. It is anticipated that the rehabilitation program will be performed over a 20-year period.

- **Foothill Tunnel:** The Foothill Tunnel is almost 80 years old and has been in service continually with only minimal repairs performed during that time. It is anticipated that the rehabilitation program will be performed over a 6-year period.



San Joaquin Pipeline

- **San Joaquin Pipelines:** The San Joaquin Pipelines 1, 2, and 3 built in 1932, 1953, and 1968 transport 85% of the water used by San Francisco and other Bay Area Communities. Funding over the next 10 years would allow needed rehabilitation in the form of linings, coatings, joint repair and replacement as needed

- **Lower Cherry Aqueduct:** This aqueduct is the conduit that enables conveyance of water from Cherry or Eleanor reservoir to the Early Intake Reservoir. The project will improve the diversion dam outlet structure, rehabilitate and enclose the open canal portion of the aqueduct, rehabilitate 0.86 miles of pipe and increase capacity to 118 MGD.

- **Granite Portal/Holm Powerhouse (HPH) Penstock:** Granite Portal and the HPH penstock are over 45 years old. The interior lining is still original. Funding this project would pay for both interior and exterior lining and rehabilitation.

4. **Buildings/Roads/ROW – $32.0 million**
   Capital investments in Buildings/Roads/Right-of-Way (ROW) are anticipated to cost over $32.0 million over the next ten years. Projects include:

   - **Facilities/Roads/Buildings/ROW:** This is a multi-year project to fund renewals and replacement to support the infrastructure required for the operation and maintenance of both the water delivery and power generation/transmission system portion of the Hetch Hetchy Project.

   - **Facilities maintenance-support structures**: This project is for the renewal and replacement to existing support structures and facilities on the project including major structural renovations and upgrades, re-roofing, interior remodels, upgrading and remodeling craft work areas and shops, etc.

   - **Emergency Operations Center – Moccasin Campus:** This project is for the redesign, seismic upgrade and renovation of the old Moccasin Powerhouse. The intent is for this building to serve as the Emergency Operation Center for up-country operations and will consist of offices and meeting space for Project Operations Administration, Maintenance Engineering, Water Quality

and Energy Services staff. In addition, the renovation would include a new control room for the Moccasin Powerhouse.

5. **Power – $65.2 million**
   Capital investments in Power are anticipated to cost over $65.2 million over the next ten years. Projects include replacing or upgrading the Hetch Hetchy power system's exciters, governors, oil circuit breakers, transformers, transmitters, and distribution system.

PUC Hetch Hetchy Water and Power

Program/Project	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014 - FY2018	PLAN TOTAL
Costs							
Hetchy Power							
Streetlight	0	3,390	18,978	11,881	0	0	34,248
Transmission/Distribution	12,858	11,620	57,520	95,840	305,440	250,900	734,178
Generation	9,215	361,000	13,000	13,000	13,000	50,000	459,215
Energy Efficiency	2,685	3,020	2,905	2,655	2,655	11,485	25,405
Hetchy Power Total [1]	**24,758**	**379,030**	**92,403**	**123,376**	**321,095**	**312,385**	**1,253,046**
Hetchy Water							
Communications/Security/Miscellaneous	0	2,000	2,000	2,000	0	1,500	7,500
Reservoirs/Dams	0	13,650	2,000	7,000	4,500	7,000	34,150
Water Transmission	0	22,000	22,500	18,000	10,700	100,000	173,200
Buildings/Roads/ROW	1,500	5,000	5,000	5,000	2,500	13,000	32,000
Power Infrastructure	8,000	9,100	9,800	10,000	6,500	21,800	65,200
Hetchy Water Total [1]	**9,500**	**51,750**	**41,300**	**42,000**	**24,200**	**143,300**	**312,050**
Hetchy Enterprise Total [1]	**34,258**	**430,780**	**133,703**	**165,376**	**345,295**	**455,685**	**1,565,096**
Revenues							
Federal	0	0	0	0	0	0	0
State	0	0	0	0	0	0	0
CCSF GO Bond/COPS	0	350,000	0	0	0	0	0
Revenue Bonds (CREBs)[2]	0	0	0	0	0	0	0
Revenue	34,258	31,416	32,119	32,842	33,587	178,220	342,442
Other	0	0	0	0	0	0	0
Revenues Total	34,258	381,416	32,119	32,842	33,587	178,220	692,442
Shortfall	**0**	**(49,364)**	**(101,584)**	**(132,534)**	**(311,708)**	**(277,465)**	**(872,654)**
To be funded with debt, additional revenues, and/or deferring expenditures							

Notes

[1] *Total reflects project costs and excludes financing costs.*

[2] *Presentation is on a fiscal year basis. Does not represent actual schedule for debt issuance.*

Section 4 | External Agencies

A. San Francisco Unified School District
B. San Francisco Community College District
C. San Francisco Housing Authority

A. San Francisco Unified School District Facilities

San Francisco Bay
Pacific Ocean
San Francisco
Treasure Island
Yerba Buena Island
Bay Bridge
Fort Point
Golden Gate National Recreation Area
Golden Gate Park
Presidio
Richmond District
Sunset District
Twin Peaks
Forest Hill
Parkside
St. Francis Woods
Stonestown
Ingleside
Lake Merced
Parkmerced
Fort Funston
Marina District
Pacific Heights
Nob Hill
Russian Hill
Telegraph Hill
North Beach
Chinatown
Financial District
South of Market
Western Addition
Haight Ashbury
Castro
Noe Valley
Mission District
Potrero Hill
Diamond Heights
Glen Park
Excelsior
Visitacion Valley
Crocker-Amazon
Portola
Oceanview
Merced Manor
Lakeshore
Sherwood Forest
Golden Gate
Doyle Dr
Marina Blvd
Lombard St
Van Ness Ave
Geary Blvd
Fulton St
Market St
Mission St
Bay St
Chestnut St
Union St
Green St
Broadway St
Jackson St
Pine St
Bush St
Sutter St
Post St
Geary St
Turk St
Eddy St
Ellis St
O'Farrell St
Haight St
Oak St
Page St
Ivy St
Grove St
Hayes St
Fell St
Golden Gate Park
Central Skyway
Lincoln Way
Judah St
Irving St
Taraval St
Ulloa St
Vicente
Sloat Blvd
Eucalyptus Dr
Holloway Ave
Ocean Ave
Junipero Serra Blvd
Lake Merced Blvd
John Muir Dr
Skyline Blvd
Great Highway
Middle Dr E
Kezar Dr
Martin Luther King Dr
Arguello Blvd
Stanyan St
Cole St
Masonic Ave
Baker St
Lyon St
Presidio Blvd
Richardson Ave
Lombard St
Francisco St
Bay St
Beach St
Jefferson St
Taylor St
Mason St
Powell St
Stockton St
Grant Ave
Kearny St
Montgomery St
Sansome St
Battery St
Front St
Drumm St
Embarcadero
The Embarcadero
Broadway
Columbus Ave
Green St
Vallejo St
Filbert St
Lombard St
Chestnut St
Bay St
North Point St
Marina Blvd
Beach St
Jefferson St
Fisherman's Wharf
Pier 39
Alcatraz Island
Golden Gate Bridge
Marina Blvd
Doyle Dr
Mason St
Presidio Blvd
Richardson Ave
Lombard St
Francisco St
Bay St
Chestnut St
Union St
Green St
Vallejo St
Broadway St
Jackson St
Pine St
Bush St
Sutter St
Post St
Geary Blvd
Fulton

A. San Francisco Unified School District

The San Francisco Unified School District (the "District") is involved in the operations of 161 different pieces of property located throughout the City as well as one facility in La Honda, CA (where a County Community School is located) and two parcels of vacant land for a total of 164 pieces of property. On these properties, the District operates 183 distinct facilities. These properties are shown graphically by the map on the opposite page (see legend for facility use).

A. San Francisco Unified School District Facilities

Substantial capital improvements to the system are ongoing at schools throughout the District. In November 2003 City voters approved a $295 million general obligation bond to address modernization needs at 30 school sites, and in November 2006 they approved another $450 million general obligation bond to modernize facilities at an additional 64 sites. Completion of these projects is expected by 2012. Of the remaining one hundred (100) buildings, SFUSD has identified 60 facilities for which modernization funds are required within the next ten years. The table below shows the distribution of these facilities by use and modernization need.

FACILITY USE	# OF FACILITIES	# STILL IN NEED OF MODERNIZATION
Child Development Centers	27	11
Elementary Schools	64	31
K-8 Schools (Alternative Grade Span)	11	-
Middle Schools	15	4
High Schools	18	5
Charter Schools	9	2
County Community Schools	8	1
Non-Educational Facilities	12	5
Leased to Outside Agencies	16	-
Vacant Buildings	3	1
SUBTOTAL-FACILITIES	**183**	**60**
Vacant Land	2	-
TOTAL*	**185**	**60**

**The number of facilities does not equal total number of schools because of shared facilities*

The district competes for major State of California school facilities funding using local bond dollars as matching funds. State funding for school modernization was most recently authorized by State Propositions 55 (2004) and 1D (November 2006). Approximately $44 million of State matching funds are approved for projects in the 2003 bond, and about $30 million of State matching funds are anticipated for projects included in the 2006 bond.

Progress to date and future plans for the 2003 and 2006 projects reflect an aggressive schedule to meet phased deadlines outlined in the *Lopez vs. SFUSD* Stipulated Judgment, which contains three groups of schools with respective completion deadlines. Accessibility improvements in schools in Group One, Group Two and Group Three must be completed by June 2007, June 2010, and June 2012, respectively.

2003 Bond Progress

The 2003 projects primarily represent schools in *Lopez* Group One. As of October 2007, Notices to Proceed have been issued and/or bids have been awarded for 29 of 30 projects included in the 2003 bond program.

Recently completed Bessie Carmichael School

Of the $295 million authorized by 2003 Proposition A, $280 million of bonds have been sold. The remaining $15 million of bond authorization is reserved for the School of the Arts (SOTA), which can only be sold when privately raised funds are in place or have been committed. The District does not anticipate selling the $15 million prior to April 2009. As of October 2007, $260 million of contracts have been authorized by the School Board and of that amount $180 million has been expended.

2006 Bond Progress

Of the $450 million in bonds authorized by 2006 Proposition A, the District has issued $100 million and anticipates issuing the remaining increments as follows: 1) From $150 to $200 million between July to September 2008, and 2) From $150 to $200 million in Fiscal year 2009-10. The 2006 bond program includes some *Lopez* Group One and all Group Two and Group Three schools. As the bond program evolves, project requirements and schedules may result in changes to bond sale amounts and timing. Changes will be reflected in updates to the District's Capital Plan.

Front Lobby at the new Dianne Feinstein Elementary School

Future Bonds

As indicated by the table on the previous page, the District has determined that approximately 60 facilities will require renovation, modernization and repair work which would be predominantly funded by future general obligation bonds. The District estimates that the costs to modernize these facilities, exclusive of deferred maintenance costs, would be approximately $531 million in 2008 dollars. In cases of school buildings constructed or modernized relatively recently, estimates have been reduced to reflect only the costs of replacing various facility features according to standard schedules of useful life.

Between $420 million and $531 million of general obligation bond funding would be necessary to complete these projects, depending on the amount of state funding associated with these projects. It is anticipated that these projects would be included in two future separate bond authorizations, the first of which would be sought no earlier than 2011.

B. Deferred Maintenance

The district participates in the State's Deferred Maintenance Program, and annually receives $3.0 million – the maximum funding – for work performed on district owned school buildings. The district matches the state apportionment with general funds, on a dollar-for-dollar basis, for expenditures for major repair or replacement of existing school building components. The district has a five-year plan of nearly $55 million in deferred maintenance projects, which has been approved by the State. The 2003 and 2006 local bond measures will greatly reduce the pressure on the limited state funding to keep the buildings in good repair.

C. Emerging Needs

On October 23, 2007, the Board of Education voted to adopt, for the first time, a Ten Year Capital Plan that is intended to be a road map to identify and fund capital needs within the District. The plan, an appendix of the long-term planning initiative for Student Enrollment, Recruitment, and Retention (SERR), identified a number of programmatic measures that will help the District to maintain enrollments and improve the educational experience for all students.

The Superintendent and Board of Education are continuing their long-term planning work with a strategic plan that is now in development. Three identified goals of increasing student achievement, providing access and equity, and ensuring accountability serve as the basis for the plan. Programmatic changes will be made to support these goals and capital plans may be updated based on the impact of changes on the District's facility needs. At present, possible programmatic enhancements may include changes such as co-locating district and/or charter schools in current facilities, additional pre-kindergarten classrooms and facilities for integration of arts into the curriculum (i.e. theaters, dance and art studios). Additionally, SFUSD is exploring options to accommodate change in enrollment and opportunities for teacher housing.

D. Measures Impacting the Property Tax

In addition to General Obligation Bonds, the District maintains a Mello-Roos Tax, approved by the voters in the June, 1990 election. The purpose of the tax is to pay for fire, health and life safety improvements at educational facilities owned and operated by the District, including responses to emergency situations.

The Mello-Roos tax, which allows a maximum annual assessment of $32.20 per parcel, will sunset in 2010. The District intends to seek voter approval in 2009 to extend this revenue source at a per-parcel rate that keeps pace with inflation increases in the intervening years. In addition, the district plans during the next ten years to pursue authorization and/or reauthorization of several measures for purposes unrelated to capital improvements, such as the reauthorization of the Public Education Enrichment Fund (approved by San Francisco voters under Proposition H in March 2004) and a revenue initiative to support the recruitment and retention of teachers, which the Board of Education anticipates placing on the June 2008 ballot.

District's Funding Needs 10 Year Horizon

The following table shows the District's funding needs, in total, over the next 10 years.

Construction, Modernization and Reconstruction	$808,000,000
ADA Improvements	$176,600,000
Deferred Maintenance	$26,000,000
Technology Upgrades (Science Labs, computer labs)	$45,150,000
Small School Conversions	$550,000
TOTAL	**$1,056,000,000**

San Francisco Unified School District

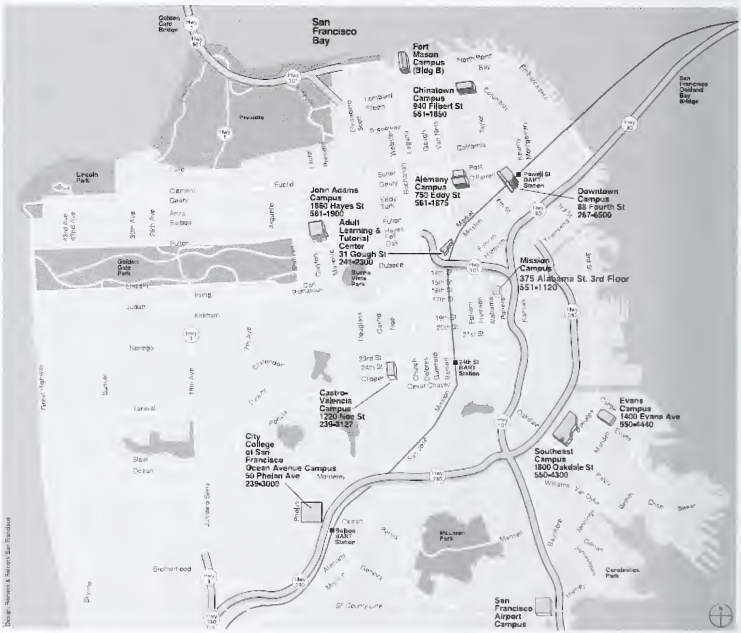
Sources of Funds Next 10 Years – (2008 dollars in millions)

SOURCES	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	TOTALS
2003 GO Bond Funds	15										**15**
2006 GO Bond Funds[6]	150 - 200	150									**350**
Future GO Bond Funds			210		321						**531**
State Matching Funds [1] [5]	30										**30**
Measure B Parcel Tax [2] [4]	4	4	4	4	4	4	4	4	4	4	**40**
Developer Fees [3]	3	3	3	3	3	3	3	3	3	3	**30**
Deferred Maintenance (District Match)	3	3	3	3	3	3	3	3	3	3	**30**
Deferred Maintenance	3	3	3	3	3	3	3	3	3	3	**30**
TOTAL	**$208-$258**	**$163**	**$223**	**$13**	**$334**	**$13**	**$13**	**$13**	**$13**	**$13**	**$1,056**

(1) State matching funds presently estimated at $30 million for 2008-09.
(2) Estimate based on an approximate 2/3 use of Parcel Tax funds for capital
(3) Estimate based on average collection of developer fees.
(4) Measure B Parcel Tax funds after 2010 subject to voter approval for renewal of existing parcel tax
(5) Does not include $38 million in new construction money potentially available for SOTA
(6) Anticipated sale between July-September 2008, from $150 million to $200 million

B. San Francisco Community College District

The San Francisco Community College District operates twelve campuses with more than 100 sites serving over 35,000 full-time equivalent students per year.

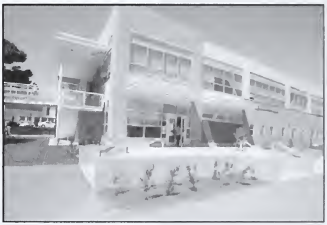

San Francisco Bay
Fort Mason Campus (Bldg B)
Chinatown Campus 940 Filbert St 561-1860
Alemany Campus 750 Eday St 561-1875
John Adams Campus 1860 Hayes St 561-1900
Adult Learning & Tutorial Center 31 Gough St 241-2300
Downtown Campus 88 Fourth St 267-6500
Mission Campus 1375 Alabama St, 3rd Floor 551-1120
Castro-Valencia Campus 1220 Noe St 239-3127
City College of San Francisco Ocean Avenue Campus 50 Phelan Ave 239-3000
Evans Campus 1400 Evans Ave 550-4440
Southeast Campus 1800 Oakdale St 550-4300
San Francisco Airport Campus
Golden Gate Park
Lincoln Park
Presidio
Golden Gate Bridge
San Francisco Oakland Bay Bridge
Dorian Nemiroff & Patricia Sun Rondoux

Map of Facilities Used by the District

A. San Francisco Community College District Facilities Highlights

City College of San Francisco is moving forward to complete all of the projects included in the College's Master Plan as enacted by the Board of Trustees in 2004. The College has already made great progress towards completing the specific projects approved by San Francisco voters during the elections of 2001 and 2005. These two ballot measures provided City College with approximately $440 million in funding for both new construction and much needed renovation work. In addition, the College has been successful in its effort to gain final approval for more than $180 million in state matching funds to support these projects, with requests for additional state funding currently making their way through the approval process.

Completed projects thus far include the new Mission Campus, the Community Health & Wellness Center, the Child Development Center, the Student Health Center, an extensive districtwide computer/telephone network, upgraded fire/life safety systems, numerous ADA projects, a seismic upgrade of the Evans Campus, preliminary site development of the Balboa Reservoir, acquisition of the Moggia property for classroom swing space and many smaller scale renovations at several different campuses.



New Student Health Center

Projects currently under construction include a seismic upgrade of the John Adams Campus, and additional ADA work. Projects nearing completion of the design phase include the permanent Chinatown Campus, and the Performing Arts Education Center. In addition the College's Advanced Bio/Stem Cell Technology Training Center and a Joint Use Facility (located at the Ocean Campus) that will be operated cooperatively with San Francisco State University are under design as well.

B. Deferred and Emerging Needs

The escalating cost of building materials in recent years has placed enormous pressure on the original budgets the City College developed for its capital projects, dramatically reducing the buying power of bond initiatives that have already been approved. A 2003 study sponsored by the State Chancellor's Office estimated the cost of refurbishing the College's existing facilities at $200 million over a ten-year period. This study was completed prior to the most recent period of construction cost inflation and did not include the cost of constructing any new facilities. The study is scheduled to be redone in 2008. Clearly, the College will need to present an additional ballot measure to local voters to secure part of the funding required to complete its Master Plan. These local funds will be supplemented with state matching funds to minimize the burden on local taxpayers as has been the College's practice to date. A complete list of current and future projects is described in the annual five plan resolution adopted by the Board of Trustees. Below is the 2007 version of this resolution.

Staff will work with the Community College District to provide more detailed information in future updates to the Plan.

Five-Year Capital Outlay Construction Plan for 2009

Priority 2009	Project Name	Project Type	Current Status
1	**Mission Campus**	New Facilities	Construction in progress
2	**Chinatown/North Beach Campus**	New Facilities	Construction Documents in progress
3	**Community Health & Wellness Center; Student Health Center & Classrooms; Child Development Center**	New Facilities	Construction in progress
4	**Seismic Upgrade and Remodel of John Adams Campus**	Renovation	Documents in progress
5	**District-wide ADA Barrier Removal**	Infrastructure	Study under way. Work in progress
6	**Academic Joint Use Facility**	New Facilities	Design in progress
7	**Classrooms/Lab Complex For Theater and Music Programs**	New Facilities	Design in progress
8	**Performing Arts Complex**	New Facilities	Design in progress
9	**Advanced Bio/Stem Cell Technology Learning Center**	New Facilities Renovation	FPP submitted 6/1/06
10	**Downtown Campus Phase 2 Alterations**	Renovation	FPP submitted 6/1/06
11	**Phase II John Adams Renovation/Remodeling Project**	Renovation	FPP submitted 6/1/06
12	**Student Development Center (Student Services)**	Renovation/ New Facilities	Study under way
13	**Evans Campus Phase 2 Alterations**	Renovation	Study under way
14	**Seismic Upgrade and Remodel of Alemany Campus**	Renovation	Study under way
15	**Arts Building-Phase 2 Alterations/Center for Pan American Unity**	Renovation	Study under way
16	**Library/Learning Assistance Phase II**	New Facilities	Study under way
17	**Remodel Science Building**	Renovation	Study under way
18	**Cloud Hall Phase 2 Alterations**	Renovation	Study under way
19	**Administrative Services Building**	New Facilities	Study under way
20	**Energy Conservation**	Renovation	Study under way
21	**Parking Structure**	New Facilities	Study under way

C. San Francisco Public Housing Authority Developments

SFHA SITES
HOPE VI SITES
TARGET SITES

C. San Francisco Public Housing Authority Developments

The San Francisco Housing Authority (SFHA) provides housing for very low-income families, senior citizens and persons with disabilities at 47 sites with 6,529 units. Five of the 47 sites were recently rebuilt with 1,149 new mixed income apartments. The oldest housing authority in California, SFHA opened in 1940 and has many obsolete developments in need of major capital improvements. Virtually all of the funding for the SFHA is derived from the U.S. Department of Housing and Urban Development (HUD) and rents paid by residents. Residents pay approximately 30 percent of their income for rent.

Map ID	Facility	Map ID	Facility
1	Holly Courts	26	275 Thrift Street
2	Potrero Terrace	27	3850 18th Street
3	Sunnydale	28	462 Duboce Street
4	Valencia Gardens (Rebuilt)	29	75-77 Coleridge Street
5	Bernal Dwellings (Rebuilt)	30	101-103 Lundy's Lane
6	Westside Courts	31	320-330 Clementina
7	Westbrook Apartments	32	666 Ellis
8	Potrero Annex	33	1760 Bush Street
9	North Beach (Rebuilt)	34	1880 Pine Street
10	Ping Yuen	35	4101 Noriega Street
11	Alemany	36	220 Randolph Street
12	Hunters Point A	37	363 Noe Street
14	Yerba Buena Plaza (Rebuilt)	38	2206-2268 Great HWY & 2215-2263 48th Ave
15	Hunters View	39	2698 California Street
16	Alice Griffith	40	25 Sanchez
17	Rosa Parks	41	345 Arguello
18	Ping Yuen North	42	491 31st Avenue
19	Hayes Valley	43	1750 McAllister
20	J.F. Kennedy Towers	44	939 Eddy Street
21	Mission Dolores	45	959 Eddy Street
22	Woodside Gardens	46	430 Turk Street
23	990 Pacific	47	Joan San Jule Apartments
24	227 Bay Street	48	Robert B. Pitts
25	350 Ellis Street	49	Sunnydale Velasco

A. Public Housing Developments

The SFHA has transformed five public housing sites and the lives of 1,149 public housing and low income San Franciscans by replacing poorly designed obsolete high-rise and barracks-style buildings with beautiful new apartments plus additional affordable housing. All of the sites were designed with state-of-the-art defensible space features, extensive lighting, and security cameras. The five sites have been rebuilt with $305 million, consisting of $118.5 million of competitive federal HOPE VI grants and $186 million of other leveraged public and private financing. The financing also includes replacement and operating reserves for ongoing improvements and operations.

North Beach Place Hope VI Revitalization

The HUD Capital Fund Program (CFP) is the primary source of funding for renewals or renovation of the SFHA's aging public housing stock. Over the past 16 years, funding for renovation, security, resident services and deferred maintenance of public housing has been reduced to $13.9 million or 58 percent of the 1991 allocation of $23.8 million. During this same period of time, construction costs have doubled, thereby cutting in half the amount of work that can be accomplished with each CFP dollar. In 1991, the SFHA had $145 million in immediate capital improvement needs for its 50 developments with over 6,000 units. Due to continued under-funding and 16 years of additional wear and tear, the immediate needs are now over $269 million.

In response to the situation facing public housing, Mayor Newsom and the Board of Supervisors have agreed that the City and County of San Francisco will invest $95 million to launch an aggressive first phase of HOPE SF. HOPE SF is an initiative to rebuild the city's most distressed public housing sites into new vibrant, mixed-income communities and repair existing public housing.

More than $64 million in renewal work has been completed or initiated over the previous five years. The work includes the replacement of obsolete systems, major repairs, roof replacement, exterior waterproofing and painting, sewer replacement, boiler replacement for heat and hot water, fire safety systems, reconstruction of decks and stairs, emergency generators in high-rise buildings, abating hazardous materials, accessibility modifications, and vacant unit repairs.

1. **Renewal Program**

   The SFHA is allocating limited funding: (1) to ensure that the most distressed developments remain safe, functional, and not a financial drain on operations through high ongoing maintenance expenses; (2) to address the urgent physical problems; and (3) to maintain the long term viability of the remaining developments.

In April 2007 the Housing Authority completed a comprehensive physical needs assessment of all 47 of its sites that shows an annual renewal and maintenance investment for the City's public housing developments of $18 million per year, or $178 million over the ten year plan cycle, assuming continued reuse of all current facilities. Most of this need is for maintaining the long term viability of the senior and newer family developments.

The HUD CFP is currently funding approximately $8 million in SFHA capital improvement renewals annually. This under funds the $178 million need by $98 million over the ten year plan cycle and does not include investments to address the additional $269 million in maintenance backlog needs from previous years.

Hunters View Family Public Housing

2. Enhancement Program (FY2009 – FY2013)

Although there are eight additional obsolete public housing sites that are identified for enhancement or revitalization, the federal HOPE VI funding has all but dried up. Furthermore, the $8 million in annual CFP dollars mentioned above, only provides 5 percent of the resources needed to fix the $269 million backlog at the SFHA's remaining 42 sites. As a step toward addressing this situation, SFHA has procured developer partners to begin piecing together funding for enhancement of two of these eight sites into mixed income communities – combining replacement of the public housing with other affordable and market rental and ownership housing.

The SFHA is also negotiating with a development team to build 100 new apartments for senior and disabled individuals on an underutilized portion of the Rosa Parks senior site. Ground lease payments from the new housing will be used to leverage funding for capital improvements to the existing 198-unit building and grounds.

Valencia Gardens Hope VI Revitalization

3. Enhancement Program (FY2014 – FY2018)

Two to three additional distressed public housing sites will be identified for investment from bond and/or other sources in the second five years of the planning cycle.

B. Deferred and Emerging Needs

The Housing Authority is currently evaluating the impact of construction cost increases on the overall enhancement program, which may require the deferral of some proposed projects to enable the department to complete work within available funds. The outcome of this review will be reported in next year's capital plan update.

The department is also seeking funding for enhancement of up to four of the eight sites that require complete revitalization as well as for renewal of sites that will have long term viability with some infrastructure improvements.

Public Housing Facilities

Program/Project	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014 - FY2018	PLAN TOTAL	Deferred
COSTS								
Current deferred maintenance backlog								269,855
distressed properties								157,744
non-distressed properties								112,111
State of good repair renewals	10,012	8,012	8,012	8,012	8,012	40,060	82,120	95,880
Enhancements								270,000
	10,012	**8,012**	**8,012**	**8,012**	**8,012**	**40,060**	**82,120**	**635,735**
REVENUES								
Federal - HUD	8,012	8,012	8,012	8,012	8,012	40,060	80,120	
State								
Local - GO Bond							0	
Local - General Fund Debt								
Local - Capital Planning Fund								
Local - Open Space Revenue Bonds								
Local - Other Sources								
Local - General Fund	2,000							
	10,012	**8,012**	**8,012**	**8,012**	**8,012**	**40,060**	**82,120**	

Section 5 | Appendix

A. Administrative Code Section 3.20
B. Capital Plan Prioritization Criteria
C. Methodology and Terms
D. Election Year Calendar
E. Properties Owned by the San Francisco Unified School District

A. Administrative Code Section 3.20

SEC. 3.20. CAPITAL EXPENDITURE PLAN.

By March 1 of each year, the City Administrator shall annually submit to the Mayor and Board of Supervisors a ten-year capital expenditure plan which shall include an assessment of the City's capital infrastructure needs, investments required to meet the needs identified through this assessment, and a plan of finance to fund these investments. By May 1 of each year, the Mayor and Board of Supervisors shall annually review, update, amend, and adopt by resolution the ten-year capital expenditure plan.

The capital expenditure plan shall include all recommended capital project investments for each year of the plan. The plan shall incorporate all major planned investments to maintain, repair, and improve the condition of the City's capital assets, including but not limited to city streets, sidewalks, parks, and rights-of-way; public transit infrastructure; airport and port; water, sewer, and power utilities; and all City-owned facilities.

The capital expenditure plan shall include a plan of finance for all recommended investments, including proposed uses of General and Enterprise Funds to be spent to meet these requirements. Additionally, the plan shall recommend the use and timing of long-term debt to fund planned capital expenditures, including General Obligation bond measures.

The capital expenditure plan shall include a summary of operating costs and impacts on City operations that are projected to result from capital investments recommended in the plan. This operations review shall include expected changes in the cost and quality of City service delivery.

The plan shall also include a summary and description of projects deferred from the ten-year capital expenditure plan given non-availability of funding necessary to meet assessed capital needs. (Added by Ord. 216-05, File No. 050920, App. 8/19/2005) (Former Sec. 3.20 added by Ord. 223-97, App. 6/6/97; amended by Ord. 55-98, App. 2/20/98; repealed by Ord. 216-05)

SEC. 3.21. CAPITAL PLANNING COMMITTEE.

There is hereby created a Capital Planning Committee consisting of the City Administrator as chair, the President of the Board of Supervisors, the Mayor's Finance Director, the Controller, the City Planning Director, the Director of Public Works, the Airport Director, the Executive Director of the Municipal Transportation Agency, the

General Manager of the Public Utilities System, the General Manager of the Recreation and Parks Department, and the Executive Director of the Port of San Francisco. Each member of the Capital Planning Committee may designate a person to represent her or him as a voting member of the Committee. Such designations shall be in written documents signed by the designating member and filed with the City Administrator, or her or his designee.

The mission of the Capital Planning Committee is to review the proposed capital expenditure plan and to monitor the City's ongoing compliance with the final adopted capital plan. As such, the Capital Planning Committee shall (1) establish prioritization and assessment criteria to assist the City Administrator with the development of the capital expenditure plan, (2) annually review the City Administrator's proposed capital expenditure plan prior to its submission to the Mayor and Board of Supervisors, and (3) review the annual budget and any proposed use of long-term debt, including General Obligation bonds, to ensure compliance with the adopted capital expenditure plan.

The Board of Supervisors shall not place on the ballot, or authorize the issuance of any long term financing, until the Capital Planning Committee completes a review of the proposal and submits its recommendation to the Board of Supervisors. Each proposal shall be in form and substance satisfactory to the Committee, and shall be accompanied by descriptive financial, architectural, and/or engineering data, and all other pertinent material in sufficiently complete detail to permit the Committee to review all aspects of the proposal. The Committee shall submit a written report to the Mayor and the Board analyzing the feasibility, cost, and priority of each proposal relative to the City's capital expenditure plan.

The Chair of the Capital Planning Committee is hereby authorized to adopt such rules, definitions, and procedures as are necessary to meet the requirements described in Section 3.20 and 3.21. (Added by Ord. 216-05, File No. 050920, App. 8/19/2005) (Former Sec. 3.21 added by Ord. 223-97, App. 6/6/97; repealed by Ord. 216-05)

B. Prioritization Criteria

1. Cash Program Criteria

The Plan adopts the principal that the maintenance and good repair of the City's assets is primary and those annual appropriations for renewal projects are of the highest priority. The following describes the criteria and poses questions to determine if a capital improvement project (CIP) qualifies.

Criteria	
Ensures the timely maintenance and renewal of existing buildings and infrastructure	Priority 1
Provides enhancements to existing buildings and infrastructure that are best financed with cash	Priority 2

Ensures the timely maintenance and renewal of existing facilities and infrastructure

- Projects conform to the Plan predicted by the Renewal system?
- Is other work triggered by this activity, is it included?
- Are there legal requirements for action?

Provides enhancements to existing buildings and infrastructure that are best financed with cash

- Is the project small enough that cash financing is appropriate?
- If so, the Debt Program Criteria should be used to rank multiple proposals

2. Debt Program Criteria

The purposed of the debt program criteria is to evaluate proposals for long-term financing. With the 10-year Capital Expenditure Plan in place as a guide to financing, the City can develop long-term financing strategies and better plan GO bond or other financing proposals. The following criteria table is followed by detail descriptions and questions used to determine if a project qualifies.

Criteria	
Provides for the life, health, safety and security of occupants and the public	Priority 1
Occupancy and Operation of the Facility is essential to the City's operation, especially in an emergency	Priority 2
Improvement is necessary to comply with a federal, state, or local mandate	Priority 3
Mitigates an environmental hazard or improves environmental health	Priority 4
Preserves historic buildings and neighborhood character	Priority 5
Supports programs or objectives of an adopted plan or action by the Board and Mayor	Priority 6
Enhances the City's economic vitality by increasing revenue in support of the facility and operations	Priority 7
Failure to implement project risks potential loss of the City asset's value	Priority 8
Improves government effectiveness by improving service or reducing operating costs	Priority 9

Provides for the life, health, safety and security of occupants and the public.
The CPC should consider whether capital projects minimize physical danger to those who use and work in City facilities, including protection during seismic events.

- What risk is mitigated by this improvement? What is the seismic rating of the facility? Are there legal requirements for action? Is occupancy optional or required (i.e. Jail)? Is occupancy required due to function (i.e. Hospital)? Is occupancy optional? Can program be provided at another location?

Occupancy and Operation of the Facility is essential to the City's operation, especially in an emergency.
Hospitals, Police and Fire Stations are considered essential for emergency response. Other facilities are essential to the delivery of government services to the citizens and visitors of San Francisco, such as City Hall.

- Is the facility needed for emergency services response in a major event? If not an essential facility as determined by CBC Title 24, what essential services are provided? How will that service be provided during the proposed renovation/replacement?

Improvement is necessary to comply with a federal, state, or local legal mandate.
The City faces a wide range of directives to improve its facilities, which have different levels of urgency and consequences if unmet.

- What is the mandate? Is there a judgment or court order requiring action? What are the consequences if not met? By what year? Is the City at risk of litigation for failure to perform? How?

Mitigates an environmental hazard or improves environmental health.
This criterion would be used to determine whether a project reduces the impact of hazardous materials, air quality issues, and other threats to the health of its users.

- What is the health risk identified? Is the hazardous material stabilized or removed? Are occupants currently protected from exposure?

Preserves historic buildings and neighborhood character.
Many of the City's facilities are important to the neighborhood in which they reside, or to the City as a whole. Maintaining the historic character and fabric of the City is one of the eight priorities of the City's General Plan.

- Is the facility an historic landmark? Is the facility of significant historic or architectural character? What is the impact of the facility on neighborhood character?

Supports programs or objectives of an adopted plan or action by the Board and Mayor.
Ideally, capital investments will be coordinated with departments' long-term goals and objectives.

- What Plan is implemented by the proposed CIP? Did BOS and Mayor adopt the plan? On what date? What objectives are met with implementation of this improvement?

Enhances the City's economic vitality by increasing revenue in support of the facility and operations.
Some projects have a direct or indirect effect on the City's revenues or expenditures. Cost savings or revenue enhancement may help offset the cost to the City of some capital investments. Alternatively, the City should consider any new operating costs associated with capital investments.

- Are there new revenues created as a result of the CIP? Does the CIP increase direct revenues to the department? Does the CIP increase indirect revenues? Which revenue streams are affected? Tourism? Other?

Failure to implement project risks potential loss of a City asset's value.
Maintaining the City's infrastructure is imperative, however the lack of maintenance or improvements at some facilities will have a greater effect on the City's asset value.

- What is the replacement cost of the facility? What is the effect on the asset value of the facility if work is delayed? What is the potential loss to the City if work is not performed? What is the effect to programs if the facility is decommissioned?

Improves government effectiveness by improving service or reducing operating costs.

A primary goal of capital investments is to improve the delivery of government's services and the efficiency of department operations.

- Will the CIP decrease the operations cost for maintenance? How? Will the CIP decrease the operations cost for services? How? Will the CIP improve delivery of services? How?

C. Methodology and Terms

A. Methodology

Under direction of the City Administrator, department staff annually assesses facility conditions, determines renewal cost projections and proposed enhancements, and analyzes available funding resources to prepare a ten-year capital plan.

Through a series of meetings the CPC reviews proposals, staff recommendations, and documents toward the development of the citywide capital plan. These reviews do not, and are not meant to, replace the authority of department commissions' or other oversight bodies under the City Charter and other codes. Rather, the ten-year plan is meant to provide a forum that examines capital needs from a citywide perspective and to foster a dialogue on those needs between stakeholders, commissions, the Mayor, and the Board of Supervisors.

Staff uses two approaches to collect data for the Plan. The Facilities Renewal Resource Model (FRRM) is used to collect information on the good repair and maintenance of facilities and infrastructure (also known as renewals) for all of the General Fund departments. The Airport, Port, and MTA have implemented this model for their facilities as well. In addition, General Fund departments submitted enhancement requests using the Capital Planning and Reporting database (CPR-d). These proposals were reviewed by professional staff (e.g., architects, engineers, etc.) and categorized as a funded, deferred, or emerging needs.

Funded projects are those where General Fund, debt, or other revenues are available. Deferred projects are those where funding has not been identified in the planning cycle. Emerging projects are those where more information is needed to understand and estimate the resources necessary to address the need the project proposes to address.

- **Facilities Renewal Resource Model (FRRM)**

  For the third year, the City used the facility life-cycle model, to predict annual funding requirements for General Fund department facilities. The objectives of the facility modeling effort are listed below.

  i. Develop a budget model to predict annual funding requirements for facilities renewal and document the existing backlog of deferred maintenance in a consistent way for all departments.

ii. Provide a basis for a funding plan that will first address adequate resources for renewal and then a reduction of the deferred maintenance backlog.

iii. Create consistent and comparative data among departments for determining funding allocations and targets for addressing renewal as a part of operating or capital budgets.

iv. Deliver a cost model to each department with associated staff training so that facilities renewal and deferred maintenance needs can be updated annually and progress in meeting those needs can be measured.

v. Provide a planning tool for departmental use which provides a useful life "systems" profile of each building, as a way of predicting future funding needs or packaging projects to leverage fund sources.

vi. Develop a credible model to assess needs consistently and to focus on total funding needs and strategies.

The model uses San Francisco building information (gross square feet, construction date, facility subsystem type), and an approach based on subsystem life cycles and replacement costs to estimate the backlog of deferred maintenance and future capital reinvestment needs. Below is the ten-year renewal forecast report generated by FRRM for a particular facility. This report – one of dozens available – shows subsystems within the building that need to be replaced during the next 10 years and the corresponding cost (in thousands). A variety of other reports are available for further analysis.

Buildingname SFGH - NEW HOSPITAL (BLDG 5) **CRV($000's)** $404,250 **Bldgno** 912 **GSF** 617,400 **Year Built** 1974 **FCI** 0.00

Backlog and 10 year Renewal Forecast by Building $('000's)

Subsystem	Backlog	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	Total
a.3. Roofing - Mmbm Built-up Shngle. Bitumin	$0	$657	$0	$0	$0	$0	$0	$0	$0	$0	$0	$657
b.1. Building Exteriors (Hard)	$0	$0	$255	$0	$0	$0	$0	$0	$0	$0	$0	$255
c.1. Elevators and Conveying Systems	$0	$1,908	$0	$0	$0	$0	$0	$0	$0	$0	$0	$1,908
d.1. HVAC - Equipment	$0	$0	$3,127	$0	$3,127	$0	$2,943	$0	$0	$0	$0	$9,196
d.2. HVAC - Controls	$0	$0	$9,235	$0	$0	$0	$0	$0	$0	$0	$0	$9,235
e.1. HVAC - Distribution Systems	$0	$0	$4,190	$0	$4,190	$0	$3,944	$0	$0	$0	$0	$12,324
f.1. Electrical Equipment	$0	$0	$0	$0	$0	$0	$0	$19,940	$0	$0	$0	$19,940
g.1. Plumbing Fixtures	$0	$0	$2,392	$0	$0	$0	$0	$0	$0	$0	$0	$2,392
i.1. Fire Protection Systems	$0	$414	$0	$0	$829	$0	$1,036	$414	$1,036	$414	$0	$4,143
i.2. Fire Detection Systems	$0	$0	$0	$0	$0	$0	$0	$2,589	$0	$0	$0	$2,589
k.1. Built-in Equipment and Specialties	$0	$0	$3,485	$0	$0	$0	$0	$0	$0	$0	$0	$3,485
k.2. Hospital Equipment	$0	$3,935	$0	$3,935	$0	$3,935	$0	$3,935	$0	$3,935	$0	$19,673
l.2. Interior Finishes	$0	$1,036	$0	$0	$0	$1,038	$0	$0	$0	$0	$0	$2,074
Total by Building	$0	$7,950	$19,684	$3,935	$8,146	$4,973	$7,923	$26,878	$1,036	$4,349	$0	$84,874

Each department maintains the model, with the capability of summarizing information at both the department and citywide level. The model has a great deal of built-in flexibility

that allows the city to enter new data and even change the underlying assumptions in future years.

The FY 2009-2018 Capital Plan reflects renewal data collected from August through December 2007, and includes detailed information for each General Fund department. These findings are summarized in the renewal graphs and the renewal line of the financial summary schedules for each of the General Fund service areas found in Section II of this report.

B. Terms

The Plan distinguishes between two types of capital expenditures: renewals and enhancements.

- **Renewals.** Renewals are investments in the maintenance or upkeep of facilities and infrastructure to preserve or extend its useful life – so-called "good repair" investments that keep capital assets in good working order. These involve the repair and replacement of subsystems such as roofs, heating and cooling systems, and building interiors and exteriors.

  Since these tend to be smaller investments compared with investments needed to replace entire facilities, the plan proposes funding these needs through pay-as-you-go cash revenue sources, typically appropriated through the City's annual budget process.

  The Plan makes recommendations to begin to address annual funding shortages by starting with a large initial General Fund investment that will continue to grow by ten percent (five percent plus inflation) over the next ten years. This approach allows the City's annual cash investment in renewals to approach annual cash needs in the final year of the plan. Even with this growth, renewal needs are still deferred beyond the ten-year planning cycle. The amount of the deferred maintenance backlog for General Fund departments can be found on the schedules at the end of each chapter in Section II of the Plan.

- **Enhancements.** Enhancements are investments resulting from the passage of new laws or mandates, functional changes, or technological advancements. While these can be small-scale projects such as the addition of ramps to comply with the Americans with Disabilities Act (ADA) requirements, these typically involve large-scale multi-year projects such as remodels, renovations, additions or new facilities. While annual funds can cover some of these projects, most

require debt financing through the issuance of General Obligation (G.O.) bonds, Certificates of Participation (C.O.P.s) or lease revenue bonds. By borrowing funds and repaying facility costs over longer timelines, this approach facilitates "generational equity" by spreading costs to future users who will benefit from a long-term facility improvement or other asset. The majority of enhancement projects are considered in the debt program.

- **Other Information.** Fiscal years (FY) in the Plan refer to the calendar year in which the City's July 1 to June 30 budget cycle ends. For example, FY 2009 equals the calendar year dates from July 1, 2008 to June 30, 2009.

  Dollars are listed in thousands for all worksheets unless otherwise noted.

D. Election Schedule

Municipal Election 11/06/07
Mayor
District Attorney
Sheriff

Consolidated Presidential Primary Election 06/03/08
President
U.S. Senator
U.S. Representative in Congress Dist 8 & 12
State Senator (odd numbered districts, Dist 3)
State Assembly Dist 12 & 13
County Central Committee - Local
Superior Court - Local

Consolidated Presidential General Election 11/04/08
President
U.S. Senator
U.S. Representative in Congress District 8 & 12
State Senator, District 3
State Assembly District 12 & 13
BART Director District 7 & 9
Board of Education: (4)
Board of Supervisors-Odd # Dist.
Community College Bd. (4)

Municipal Election 11/3/09
City Attorney
Treasurer

Consolidated (Gubernatorial) Primary Election 06/08/10
Governor
Lt. Governor
U.S. Senator (Partisan Offices)
U.S. Representatives in Congress Dist 8 & 12
Secretary of State
Controller
State Assembly Dist 12 & 13

Consolidated (Gubernatorial) Primary Election 06/08/10 (continued)
State Senate District 8
State Treasurer
Attorney General
Insurance Commissioner
Superintendent of Public Instruction
Member, State Board of Equalization, District 1
County Central Committee
Superior Court:

Consolidated (Gubernatorial) General Election 11/02/10
Governor
Lt. Governor
U.S. Senator (Partisan Offices)
U.S. Representatives 8th & 12th
Secretary of State
Controller
State Assembly 12th & 13th
State Senate District 8
State Treasurer
Attorney General
Insurance Commissioner
Superintendent of Public Instruction
Board of Equalization
BART Director District 8
Board of Supervisors–Even # Dist.
Board of Education (3)
Community College Board (3)

Municipal Election 11/08/11
Mayor
District Attorney
Sheriff

E. Properties Owned by the San Francisco Unified School District

NOTE: the column labeled "BOND ISSUE" shows the year in which San Francisco voters authorized bonds to provide modernization funds. In cases in which "Future" is indicated in this column, a general obligation bond issue will be sought sometime within the ten-year timeframe of the City's current capital plan. In cases in which "NA" is indicated, the District is not responsible for the maintenance and operation of the facility or, in some cases, the facility is anticipated to be removed from inventory within the next few years. * = Building occupancy based on an average of 25 students per classroom.

Facility Name	Address	Bond Issue	Classroom Count	Total Portable Units	Building Size	Enrollment	Building Occupant Load*	Owned/ Leased	Type of Facility
Bret Harte Elementary School	1035 Gilman Street	2003	4	0	0	0	100	Owned	Child Development Center
Drew Elementary School CC	50 Pamona Street	2003	6	0	0	0	150	Owned	Child Development Center
Alvarado Elementary School	625 Douglas Street	2003	21	2	51,700	482	525	Owned	Elementary School
Claire Lilienthal School (3-8)	3630 Divisadero Street	2003	2	8	34,000	473	50	Owned	Elementary School
Clarendon Elementary School	500 Clarendon Street	2003	17	7	39,500	538	425	Owned	Elementary School
Commodore Sloat Elementary School	50 Darien Way	2003	16	0	33,955	357	400	Owned	Elementary School
E.R. Taylor Elementary School	423 Burrows Street	2003	24	2	55,553	637	600	Owned	Elementary School
Harvey Milk Civil Rights Academy	4235 19th Street	2003	12	1	29,600	210	300	Owned	Elementary School
Hillcrest Elementary School	810 Silver Avenue	2003	22	6	52,413	465	550	Owned	Elementary School
Leonard R. Flynn Elementary School	3125 Cesar Chavez Street	2003	27	3	52,700	413	675	Owned	Elementary School
Malcolm X Elementary School	350 Harbor Way	2003	20	0	50,800	158	500	Owned	Elementary School
Sherman Elementary School	1651 Union Street	2003	12	0	56,200	395	300	Owned	Elementary School
West Portal Elementary School	5 Lenox Way	2003	17	10	33,198	552	425	Owned	Elementary School
Bret Harte Elementary School	1035 Gilman Street	2003	15	0	68,500	260	500	Owned	Elementary School
Bryant Elementary School	1050 York Street	2003	14	0	29,878	230	350	Owned	Elementary School/CDC
Dr. Charles R. Drew Elementary School	50 Pamona Street	2003	24	0	55,234	272	600	Owned	Elementary School/CDC
Rosa Parks Elementary School	1502 O'Farrell Street	2003	8	0	66,900	363	200	Owned	Elementary School/CDC
Abraham Lincoln High School	2162 24th Avenue	2003	65	23	330,200	2323	1625	Owned	High School
Balboa High School	1000 Cayuga Street	2003	71	0	261,700	1112	1775	Owned	High School
Galileo High School	1150 Francisco Street	2003	45	0	242,400	2294	1125	Owned	High School
George Washington High School	600 32nd Avenue	2003	109	11	228,800	2302	2725	Owned	High School
Lowell Alternative High School	1101 Eucalyptus Drive	2003	70	21	274,000	2675	1750	Owned	High School
Mission High School	3750 18th Street	2003	43	0	225,000	899	1075	Owned	High School
Thurgood Marshall High School	45 Conkling Street	2003	51	2	134,600	649	1275	Owned	High School
SF Community Elementary School	125 Excelsior Street	2003	17	0	29,280	275	425	Owned	K-8

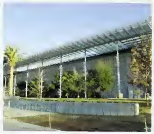
Facility Name	Address	Bond Issue	Classroom Count	Total Portable Units	Building Size	Enrollment	Building Occupant Load*	Owned/ Leased	Type of Facility
A.P. Giannini Middle School	3145 Ortega Street	2003	48	0	142,800	1249	1200	Owned	Middle School
Everett Middle School	450 Church Street	2003	27	0	144,187	602	675	Owned	Middle School
Gloria R. Davis Middle School	1195 Hudson Street	2003	24	0	60,700	149	600	Owned	Middle School
Horace Mann Academic Middle School	3351 23rd Street	2003	33	0	154,512	544	825	Owned	Middle School
James Denman Middle School/Special Ed	241 Oneida Street	2003	61	0	150,900	572	1525	Owned	Middle School
Marina Middle School	3500 Fillmore Street	2003	43	0	152,900	968	1075	Owned	Middle School
Treasure Island Elementary School	13 East-TI Street	2003	NA	0	55,213	0	NA	Leased	Vacant
Creative Arts ES (K-8) at Golden Gate Elementary	1601 Turk Street	2006	33	0	53,349	0	825	Owned	Charter School
Edison Elementary at Edison Elementary school	3531 22nd Street	2006	23	0	0	0	575	Owned	Charter School
KIPP S.F. Bay MS (Franklin MS)	1430 Scott Street	2006	NA	0	164,000	0	NA	Owned	Charter School
Cobb Elementary School CC	2725 California Street	2006	3	0	0	0	75	Owned	Child Development Center
Commodore Stockton CC	949 Washington Street	2006	10	0	88,900	0	250	Owned	Child Development Center
Grattan CC	165 Grattan Street	2006	2	0	0	0	50	Owned	Child Development Center
Jefferson Annex CC	1350 25th Avenue	2006	2	1	2,400	0	50	Owned	Child Development Center
Junipero Serra Annex CC	155 Appleton Street	2006	6	0	5,800	0	150	Leased	Child Development Center
Mclaren CC	2055 Sunnydale Avenue	2006	6	0	47,000	0	150	Owned	Child Development Center
Mission CC	2950 Mission Street	2006	3	0	4,100	0	75	Owned	Child Development Center
Noriega CC	1775 44th Avenue	2006	6	0	14,700	0	150	Owned	Child Development Center
Presidio CC	387 Presidio	2006	9	0	19,170	0	225	Leased	Child Development Center
Raphael Weill CC at Rosa Parks	1502 O'Farrell Street	2006	8	0	0	0	200	Owned	Child Development Center
San Miguel CC	300 Seneca Avenue	2006	12	0	0	0	300	Owned	Child Development Center
Sutro Elementary School CC	235 12th Avenue	2006	1	1	0	0	25	Owned	Child Development Center
Theresa S. Mahler CC	990 Church Street	2006	2	1	4,000	0	50	Owned	Child Development Center
Bay HS	1351 42nd Avenue	2006	4	1	0	0	100	Owned	County Community School
Civic Center (Phoenix) at John Swett	727 Golden Gate Avenue	2006	16	2	47,023	0	400	Owned	County Community School
Impact Community HS (1370 43rd Ave.)	1370 43rd Avenue	2006	1	2	0	0	25	Owned	County Community School
June Jordan HS For Equity/Excelsior Middle School	325 La Grande Street	2006	50	0	151,600	607	1250	Owned	County Community School
Sunshine HS	2730 Bryant Street	2006	4	0	58,600	0	100	Owned	County Community School
Y-Tec	1370 43rd Avenue	2006	1	1	0	0	25	Owned	County Community School
Alamo Elementary School.	250 23rd Avenue	2006	17	2	46,140	616	425	Owned	Elementary School
Buena Vista Elementary School	2641 25th Street	2006	17	1	32,500	364	425	Owned	Elementary School
Chinese Education Center ES	657 Merchant Street	2006	NA	0	11,700	135	NA	Owned	Elementary School
Claire Lilienthal (K-2) ES (Madison)	3950 Sacramento Street	2006	13	0	17,000	228	325	Owned	Elementary School
Cleveland Elementary School	455 Athens Street	2006	16	6	27,500	316	400	Owned	Elementary School

Facility Name	Address	Bond Issue	Classroom Count	Total Portable Units	Building Size	Enrollment	Building Occupant Load*	Owned/ Leased	Type of Facility
Fairmount Elementary School	65 Chenery Street	2006	20	2	60,960	353	500	Owned	Elementary School
Francis Scott Key Elementary School	1530 43rd Avenue	2006	24	2	48,300	504	600	Owned	Elementary School
George Washington Carver ES	1360 Oakdale Street	2006	20	2	45,500	275	500	Owned	Elementary School
Glen Park Elementary School	151 Lippard Street	2006	18	0	45,200	296	450	Owned	Elementary School
Jefferson Elementary School	1325 18th Avenue	2006	20	2	42,700	469	500	Owned	Elementary School
John Muir Elementary School	380 Webster Street	2006	30	0	53,500	280	200	Owned	Elementary School
Lakeshore Elementary School	220 Middlefield Street	2006	19	7	39,120	582	475	Owned	Elementary School
Marshall Elementary School	1515 15th Street	2006	12	1	33,900	212	300	Owned	Elementary School
Mission Education ES/Kate Kennedy CC	1670 Noe Street	2006	14	0	17,500	198	350	Owned	Elementary School
New Traditions Center ES	2049 Grove Street	2006	11	2	26,300	190	275	Owned	Elementary School
Sanchez Elementary School	325 Sanchez Street	2006	17	5	34,000	262	425	Owned	Elementary School
Spring Valley Elementary School	1451 Jackson Street	2006	21	0	50,400	349	525	Owned	Elementary School
Sunset Elementary School (Twain Campus)	1920 41st Avenue	2006	13	2	32,700	325	325	Owned	Elementary School
Ulloa Elementary School	2650 42nd Avenue	2006	24	5	53,000	514	600	Owned	Elementary School
W. Brown Elementary School	2055 Silver Avenue	2006	13	5	44,571	134	325	Owned	Elementary School
Dr. William Cobb Elementary School	2725 California Street	2006	12	0	37,900	187	300	Owned	Elementary School/CDC
Grattan Elementary School	165 Grattan Street	2006	20	2	46,000	267	500	Owned	Elementary School/CDC
Guadalupe Elementary/Excelsior CC	859 Prague Street	2006	17	1	36,300	419	425	Owned	Elementary School/CDC
Sutro Elementary School	235 12th Avenue	2006	16	1	32,860	253	400	Owned	Elementary School/CDC
Downtown High School	693 Vermont Street	2006	17	2	58,760	275	425	Owned	High School
Independence High School (PA Herst Site)	3045 Santiago Street	2006	6	4	15,334	362	150	Owned	High School
Newcomer High School	1350 7th Avenue	2006	NA	0	27,900	430	0	Owned	High School
Raoul Wallenberg High School	40 Vega Street	2006	18	2	51,600	650	450	Owned	High School
Alice Fong Yu Elementary School	1541 12th Avenue	2006	23	0	42,978	546	575	Owned	K-8
Lawton Elementary School	1570 31st Avenue	2006	24	4	61,100	582	600	Owned	K-8
Rooftop Alternative K-2 School	443 Burnett Street	2006	8	13	23,300	312	200	Owned	K-8
William R. De Avila ES - City College of SF	1358 Haight Street	2006	NA	0	58,582	0	NA	Owned	Leased to Outside Agency
Aptos Middle School/Linking SF	105 Aptos Street	2006	45	0	168,000	902	1125	Owned	Middle School
Dr. Martin Luther King Middle School	350 Girard Street	2006	21	0	75,900	542	525	Owned	Middle School
Francisco Middle School	2190 Powell Street	2006	26	3	80,000	680	650	Owned	Middle School
Herbert Hoover Middle School	2290 14th Avenue	2006	42	3	132,400	1257	1050	Owned	Middle School
District Administration Building 555	555 Franklin Street	2006	NA	0	78,028	0	NA	Owned	Non-Educational Facility
School Health Program	1515 Quintara Street	2006	NA	0	13,900	0	NA	Owned	Non-Educational Facility
Cabrillo Elementary School	735 24th Avenue	2006	NA	0	0	0	NA	Owned	Leased to Outside Agency

Facility Name	Address	Bond Issue	Classroom Count	Total Portable Units	Building Size	Enrollment	Building Occupant Load*	Owned/ Leased	Type of Facility
Former Leadership HS (San Miguel Site)	300 Seneca Avenue	2006	11	8	21,700	0	275	Owned	Vacant
Newcomer High School	2340 Jackson Street	2006	NA	0	64,500	0	NA	Owned	Vacant
City Arts and Technology (Non-District Site)	301 De Montfort Avenue	NA	NA	0	0	0	NA	Other	Charter School
Five Keys (Non-District Site)	70 Oak Grove	NA	NA	0	0	0	NA	Other	Charter School
Gateway HS (Franklin MS)	1430 Scott Street	NA	NA	0	164,000	0	NA	Owned	Charter School
KIPP Bayview (Non-District Site)	1060 Key Avenue	NA	NA	0	0	0	NA	Other	Charter School
Life Learning Academy (Non-District Site)	651 8th-TI Street	NA	NA	0	0	0	NA	Other	Charter School
Metropolitan Arts & Tech (Non-District Site)	1550 Treat Street	NA	NA	0	0	0	NA	Other	Charter School
Argonne	750 16th Avenue	Future bond	4	0	0	0	100	Owned	Child Development Center
Bessie Carmichael Elementary School	55 Sherman Street	Future bond	3	0	0	0	75	Owned	Child Development Center
Burnett CC/1551 Burnett Property	1535 Newcomb Street	Future bond	NA	0	74,100	0	NA	Owned	Child Development Center
Excelsior CC	859 Prague Street	Future bond	3	3	0	0	75	Owned	Child Development Center
Las Americas CC	801 Treat Street	Future bond	4	0	12,345	0	100	Owned	Child Development Center
McCoppin CC	651 6th Avenue	Future bond	1	0	0	0	25	Owned	Child Development Center
Mission Annex CC	421 Bartlett Street	Future bond	1	0	1,800	0	25	Owned	Child Development Center
Sarah B. Cooper CC	940 Filbert Street	Future bond	4	0	0	0	100	Owned	Child Development Center
Tenderloin School CC	627 Turk Street	Future bond	2	0	0	0	50	Owned	Child Development Center
Tule Elk Park CC	2110 Greenwich Street	Future bond	5	4	32,000	0	125	Owned	Child Development Center
Community Day School (1370 43rd Ave.)	1370 43rd Avenue	NA	1	2	0	0	25	Owned	County Community School
Community Scholars of Success (Non-District Site)	1800 Oakdale Street	NA	4	0	0	0	100	Other	County Community School
Community Youth Center HS	1693 Polk Street	NA	1	0	0	0	25	Other	County Community School
County GED Program	375 Woodside	NA	1	0	0	0	25	Other	County Community School
Ella Hill Hutch Community Center	1050 McAllister Street	NA	1	0	0	0	25	Other	County Community School
Larkin Street Youth Center	1138 Sutter Street	NA	2	0	0	0	50	Other	County Community School
Log Cabin HS	329 PO Box	NA	6	0	0	0	150	Other	County Community School
Sunshine/Hilltop HS	1325 Florida Street	NA	7	0	0	0	175	Owned	County Community School
Walden House for Boys HS	214 Haight Street	NA	1	0	0	0	25	Other	County Community School
Walden House Project Sister Kiln HS	45 Farrollones Street	NA	1	0	0	0	25	Other	County Community School
Woodside Learning Center/Juvenile Hall	375 Woodside	NA	10	0	0	0	250	Other	County Community School
Argonne Elementary School	680 18th Avenue	Future bond	19	0	50,848	415	475	Owned	Elementary School
Cesar Chavez Elementary School	825 Shotwell Street	Future bond	13	3	49,100	412	325	Owned	Elementary School
Daniel Webster Elementary School	465 Missouri Street	Future bond	20	3	42,800	224	500	Owned	Elementary School
Dianne Feinstein Elementary School	2550 25th Avenue	Future bond	27	0	50,479	215	675	Owned	Elementary School
El Dorado Elementary School	70 Delta Street	Future bond	16	1	29,340	266	400	Owned	Elementary School

Facility Name	Address	Bond Issue	Classroom Count	Total Portable Units	Building Size	Enrollment	Building Occupant Load*	Owned/ Leased	Type of Facility
Garfield Elementary School	420 Filbert Street	Future bond	16	0	33,800	238	400	Owned	Elementary School
George Moscone Elementary School	2576 Harrison Street	Future bond	19	0	32,763	335	475	Owned	Elementary School
George Peabody Elementary School	251 6th Avenue	Future bond	13	1	16,229	216	325	Owned	Elementary School
Gordon J. Lau ES (Commodore Stockton)	950 Clay Street	Future bond	31	0	63,800	677	775	Owned	Elementary School
Jean Parker Elementary School	840 Broadway Street	Future bond	15	0	46,000	301	375	Owned	Elementary School
John Yehall Chin Elementary School	350 Broadway Street	Future bond	12	0	23,100	224	300	Owned	Elementary School
Jose Ortega Elementary School	400 Sargent Street	Future bond	18	1	35,180	205	450	Owned	Elementary School
Junipero Serra Elementary School	625 Holly Park	Future bond	14	2	33,240	270	350	Owned	Elementary School
Lafayette Elementary School	4545 Anza Street	Future bond	28	1	65,040	411	700	Owned	Elementary School
Longfellow Elementary School	755 Morse Street	Future bond	20	6	40,500	552	500	Owned	Elementary School
McKinley Elementary School	1025 14th Street	Future bond	16	1	45,160	232	400	Owned	Elementary School
Miraloma Elementary School	175 Omar Way	Future bond	17	0	51,900	314	425	Owned	Elementary School
Monroe Elementary School/Excelsior CC	260 Madrid Street	Future bond	15	6	53,540	471	375	Owned	Elementary School
Redding Elementary School	1421 Pine Street	Future bond	18	0	26,100	342	450	Owned	Elementary School
Robert Louis Stevenson Elementary School	2051 34th Avenue	Future bond	22	5	47,500	436	550	Owned	Elementary School
Sheridan Elementary School	431 Capitol Avenue	Future bond	18	0	46,335	206	450	Owned	Elementary School
Starr King Elementary School	1215 Carolina Street	Future bond	21	2	49,900	188	525	Owned	Elementary School
Sunnyside Elementary School	250 Foerster Street	Future bond	10	2	30,900	272	250	Owned	Elementary School
Visitacion Valley Elementary School	55 Schwerin Street	Future bond	28	2	51,400	383	700	Owned	Elementary School
Yick Wo Elementary School	2245 Jones Street	Future bond	12	0	26,000	254	300	Owned	Elementary School
Frank McCoppin Elementary School	651 6th Avenue	Future bond	16	1	31,740	249	400	Owned	Elementary School/CDC
Tenderloin Elementary/CDC School	627 Turk Street	Future bond	20	0	61,569	352	500	Owned	Elementary School/CDC
Ida B. Wells High School	1099 Hayes Street	Future bond	14	0	34,300	250	350	Owned	High School
International Studies High School (Potrero MS Site)	655 De Haro Street	Future bond	33	0	108,400	420	825	Owned	High School
John O'Connell High School	2355 Folsom Street	Future bond	49	0	130,091	846	1225	Owned	High School
Philip & Sala Burton High School	400 Mansell Street	Future bond	77	0	230,600	1345	1925	Owned	High School
Rhythm and Motion - SOTA	351 Shotwell Street	NA	NA	0	0	0	NA	Leased	High School
School of the Arts at McAteer	555 Portola Street	Future bond	84	0	209,500	835	2100	Owned	High School
SF Dance Studio - SOTA	26 7th Street	NA	NA	0	0	0	NA	Leased	High School
Bessie Carmichael Annex	824 Harrison Street	Future bond	5	3	8,800	87	125	Owned	K-8
Bessie Carmichael Annex	824 Harrison Street	Future bond	NA	3	8,800	0	NA	Owned	K-8
Bessie Carmichael Elementary School	55 Sherman Street	Future bond	22	0	56,358	407	550	Owned	K-8
Paul Revere & Annex ES	555 Tompkins Street	Future bond	35	0	28,200	396	875	Owned	K-8
Paul Revere Annex	610 Tompkins Street	Future bond	NA	0	0	0	NA	Owned	K-8

Facility Name	Address	Bond Issue	Classroom Count	Total Portable Units	Building Size	Enrollment	Building Occupant Load*	Owned/ Leased	Type of Facility
Rooftop (Nancy Mayeda Campus)	500 Corbett Street	Future bond	20	0	21,000	263	500	Owned	K-8
1015 Laguna Street	1015 Laguna Street	NA	NA	0	12,400	0	NA	Owned	Leased to Outside Agency
1340 Bush Street - Allright Parking	1340 Bush Street	NA	NA	0	13,316	0	NA	Owned	Leased to Outside Agency
1440 Harrison Group	1440 Harrison Street	NA	NA	0	50,993	0	NA	Owned	Leased to Outside Agency
Downtown High School - City College of SF	110 Barlett Street	NA	NA	0	56,237	0	NA	Owned	Leased to Outside Agency
IM Scott	1060 Tennessee Street	NA	NA	0	12,300	0	NA	Owned	Leased to Outside Agency
Lucinda Weeks - Richmond Community Center	741 30th Avenue	NA	NA	0	6,800	0	NA	Owned	Leased to Outside Agency
Malcolm X Annex (Drake Annex)-Hunters Pt Comm Youth	200 Middlepoint Road	NA	NA	0	52,533	0	NA	Owned	Leased to Outside Agency
Polytech HS Site (Land) - City & County of SF	701 Fredrick Street	NA	NA	0	0	0	NA	Owned	Leased to Outside Agency
SF Shopping Center (Westfield Corp.)	865 Market Street	NA	NA	0	0	0	NA	Owned	Leased to Outside Agency
Sutro Annex - City and County of SF	251 18th Avenue	NA	NA	0	8,100	0	NA	Owned	Leased to Outside Agency
Webster Street Site - Glad Tidings Church	1475 Ellis Street	NA	NA	0	0	0	NA	Owned	Leased to Outside Agency
Yerba Buena Annex-City & County of SF	2055 Lombard Street	NA	NA	0	20,000	0	NA	Owned	Leased to Outside Agency
Yoey At Bessie Smith CC	95 Gough Street	NA	NA	0	3,700	0	NA	Owned	Leased to Outside Agency
James Lick Middle School	1220 Noe Street	Future bond	30	0	116,000	556	750	Owned	Middle School
Presidio Middle School	450 30th Avenue	Future bond	45	0	140,000	1200	1125	Owned	Middle School
Roosevelt Middle School	460 Arguello Street	Future bond	13	2	121,000	743	325	Owned	Middle School
Visitacion Valley Middle School	450 Raymond Avenue	Future bond	34	0	51,400	356	850	Owned	Middle School
555 Franklin Steet Parking Lot	555 Franklin Street	NA	NA	0	0	0	NA	Leased	Non-Educational Facility
Buildings and Grounds	834 Toland Street	NA	NA	0	54,171	0	NA	Owned	Non-Educational Facility
Chief Academy Offices - Convergys	1098 Harrison Street	NA	NA	0	41,705	0	NA	Leased	Non-Educational Facility
Children's Center Administrative Building	20 Cook Street	NA	NA	0	20,000	0	NA	Owned	Non-Educational Facility
District Administration Building 135	135 Van Ness Avenue	NA	NA	0	241,956	0	NA	Owned	Non-Educational Facility
Former GOAL HS	20 Cook Street	NA	NA	3	0	0	NA	Owned	Non-Educational Facility
Principals Center	1351 42nd Avenue	NA	NA	0	14,800	0	NA	Owned	Non-Educational Facility
Student Nutrition (SFPD)	841 Ellis Street	NA	NA	0	9,900	0	NA	Owned	Non-Educational Facility
Warehouse/Transportation/Audio-Visual	801 Toland Street	NA	NA	0	13,200	0	NA	Owned	Non-Educational Facility
1101 Connecticut Street (Vacant Land)	1101 Connecticut Street	NA	NA	0	0	0	NA	Owned	Vacant
7th Avenue at Lawton (Land)	0 7th & Lawton	NA	NA	0	0	0	NA	Owned	Vacant
Florence Martin CC	1155 Page Street	NA	NA	0	2,500	0	NA	Owned	Vacant
Golden Gate Annex	1512 Golden Gate Avenue	NA	NA	0	61,400	0	NA	Owned	Vacant
Louise Lombard HS (Vacant)	700 Font Street	NA	NA	0	51,000	0	NA	Owned	Vacant
Phoenix HS	1950 Mission Street	NA	1	1	35,400	0	25	Owned	Vacant



Photos on Cover & Back Pages from the California Academy of Sciences Rebuilding Project

Cost: $484 million
Opening Date: September 27, 2008
Architecture: Renzo Piano Building Workshop (Genoa, Italy), in collaboration with Stantec Architecture (formerly Chong Partners Architecture) (San Francisco)
Engineering and Sustainability Consulting: Arup
Landscape Architecture: SWA Group
General Contractor: Webcor Builders
Project Management: Don Young, DR Young & Associates; Edgar Lopez and Brook Mebrahtu, San Francisco Department of Public Works
Awards: Silver Holcim Award by the Holcim Foundation for Sustainable Construction
Designated LEED Platinum rating by U.S. Green Building Council

Description: The California Academy of Sciences broke ground on a new facility in Golden Gate Park in 2005, after sustaining significant damage during the 1989 Loma Prieta earthquake. The building sets a new standard for sustainable architecture, incorporating numerous green technologies and materials, and creates additional habitat for local wildlife with its iconic living roof. The rebuilding project is the result of a public/private partnership, including $140 million as provided by public bond funds approved by San Francisco voters in 1995 (Prop C) and 2000 (Prop B) and the State of California. From the splashing penguins in African Hall to the butterflies fluttering through the rainforest canopy, the building is bursting with life. All are excited to welcome the museum's first visitors in the fall of 2008, when the Academy opens as the "greenest" museum ever constructed.